

NHS Rotherham Clinical Commissioning Group

Operational Executive – 26.06.20

Strategic Clinical Executive – Date

Audit & Quality Assurance Committee – 07.07.20

GP Members Committee (GPMC) – Date

Clinical Commissioning Group Governing Body - 02.08.20

OD Plan Update

Lead Executive:	Chris Edwards – Chief Officer
Lead Officer:	Ruth Nutbrown – Assistant Chief Officer
Lead GP:	

Purpose:

To inform GB of the outcome of the latest review of the OD plan.

Background:

The OD plan was originally agreed in April 2019, with the timeframe for review set at Quarterly, for OE and 6 monthly for AQUA. OE last reviewed the OD plan in February 2020.

Analysis of key issues and of risks

Due to the Covid-19 pandemic and the associated Level 4 incident, the review due in April 2020 was not carried out by OE.

OE reviewed the plan at its meeting on the 26.06.20. OE recognised the input staff had had since the plan was first designed and the reviews and revisions that had been carried out.

However, due to the a number of expected developments including the future system working and the new ways of working that are being developed in the Post Covid era, OE felt this plan would not be further updated.

Patient, Public and Stakeholder Involvement:

N/A

Equality Impact:

N/A

Financial Implications:

N/A

Human Resource Implications:

N/A

Procurement:

N/A

Approval history:

As per the timescales set out in the plan

Recommendations:

For GB to receive the final version of the current OD plan.

ROTHERHAM CLINICAL COMMISSIONING GROUP – ORGANISATIONAL DEVELOPMENT STRATEGY 2019-2021
Detailed Organisational Development Plan – Suggested actions to support delivery

Focus for OD activity	CCG	Rotherham Place	South Yorkshire & Bassetlaw
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Ref	Action	How will it be achieved	Timescale	Focus by whom
THEME ONE – LEADERSHIP				
a) Leadership for Organisational Transformation – Ensuring the CCG is fit for future purpose				
L1	Adopt a refreshed approach to <i>Empowered Leadership</i> throughout the organisation to prepare the CCG for future role <ul style="list-style-type: none"> Develop a clear narrative and actions to support the ‘empowered approach’ Clarify approach in terms of decision making, freedom to act and engagement in CCG business Ensure all colleagues have clarity about key objectives and priorities during period of change 	PDRs Staff meetings Objective Setting for OE members Objective setting for staff Up to date Job Descriptions	Sept 2019	CE CE CE
L2	Refresh organisational values and build a narrative to support staff through future period of change <ul style="list-style-type: none"> Undertake a piece of work to actively engage staff in change process – use of survey monkey, team based conversations and developmental workshops Revise/reiterate values and expected behaviours for all CCG colleagues 	Organisational Values went to Staff meeting in a workshop in September 2019, to GB development session in December. To Feb GB and March all staff meeting.	Sept 2019	RN RN
L3	Determine the future roles of the CCG in the light of changing guidance and clarify future CCG offer		October 2019	

	<ul style="list-style-type: none"> Review current role and functions in line with emerging guidance Support staff colleagues during period of change through appropriate interventions and communication plan Secure agreement as to how resources should be deployed to support local and system wide responsibilities 	<p>Structure Review completed September 2019 20% reduction in resources</p> <p>Review Support to ICS</p> <p>Review support to Rotherham Place (Through the Place Board)</p>		<p>CE</p> <p>PS/GL/CE</p> <p>CE</p>
L4	<p>Clarify internal communication mechanisms to provide vehicle for strong change management</p> <ul style="list-style-type: none"> Consider internal communications plan and any revisions necessary Invite two way dialogue through regular team forums Seek colleague advice as to use of online/social media platforms for staff communications 	<p>OE meetings</p> <p>Weekly SMT</p> <p>All staff meetings</p> <p>Weekly bulletin</p>	October 2019	<p>GL</p> <p>CE/GL</p> <p>GL</p>
L5	<p>Continue to build a resilient and empowered executive leadership team to oversee organisational transformation</p> <ul style="list-style-type: none"> Refresh approach to Senior Leadership Development for Executive Management Team Challenge current ET members to consider how they can support OD for CCG colleagues in their teams Strengthen role of OE to engage in ICS leadership role in future Review mechanisms for succession planning/strengthening senior roles in ET Actively participate in Rotherham Place OD interventions 	<p>All OE to oversee OD plan.</p> <p>PDRs for Executives</p> <p>Objectives for Executives</p> <p>Shared Executive Objectives through OE</p>	October 2019	<p>CE/RN</p> <p>CE</p> <p>CE/IA/RC</p> <p>CE</p> <p>CE/IA/RC</p>
L6	<p>Review Governing Body/SCE skills and expertise and identify areas for further development & improvement</p> <ul style="list-style-type: none"> Reflect on Leadership Development approach and consider if this needs refreshing Conduct a skills audit as part of SCE PDR and 	<p>PDRs for GB members (where appropriate)</p> <p>Quarterly Development sessions</p> <p>Development sessions as appropriate across Rotherham Place and ICS</p> <p>Skills audit discussed with RC – RN to commence</p>	December 2019	<p>CE/RC</p> <p>RC/RN</p>

	<p>objective setting process</p> <ul style="list-style-type: none"> Identify and target specific skills development opportunities for SCE members as required 			RC
L7	<p>Demonstrate visible leadership in all key forums to ensure Rotherham CCG contribute to future models of ICP/ICS</p> <ul style="list-style-type: none"> Review senior leadership involvement & engagement across all Rotherham Place and ICS forums Strengthen breadth of involvement to share responsibility and delivery robust input in all key areas Consider best forms of wider engagement to ensure full contribution to all aspects of ICS 	<p>Review membership of ACP work streams Review membership of ICS work Streams Engage with ICS development workstream</p>	Sept 2019 onwards	CE CE CE
b) Organisational Resilience – Creating a sustainable CCG for delivery during periods of change				
L8	<p>Invest additional time in building strong relationships with key partners to maintain performance & delivery</p> <ul style="list-style-type: none"> Review involvement in key decision making meetings and ensure correct prioritisation Enable members of CCG to prioritise time for relationship building 	<p>Review 360 feedback Ensure CCG represented at all partnership forums</p>	Sept 2019	CE CE
L9	<p>Drive delivery of Local Commissioning Plan priorities and ensure Rotherham NHS partners focus on targets</p> <ul style="list-style-type: none"> Refresh performance & delivery arrangements to ensure time is used appropriately Develop a ‘trust to report’ mechanism to enable exception reporting and free up capacity for transformation 	<p>Place Plan Delivery Group to oversee plan implementation Quarterly performance report received by Place Board and CCG governing body Exception reporting to OE Exception reporting to place Board</p>	2019/20	IA IA
L10	<p>Review and reassess deployment of workforce capacity to support key objectives and deliverables</p> <ul style="list-style-type: none"> Undertake full review as part of PDR process to ascertain capacity gaps in current workforce Realistically review and determine priority areas for redeployment of current capacity 	<p>PDR Review Team meetings OE Capacity review</p>	Jan 2020	CE CE

	<ul style="list-style-type: none"> Recognise and highlight areas which will not be resourced and agree fall back plans for these areas 			CE
L11	<p>'Hold the ring' to ensure development of forward strategy in light of NHS LTP</p> <ul style="list-style-type: none"> Chief Officer to lead discussion of key implementation issues and report regularly to CCG GB Ensure LTP priorities are discussed and prioritised as part of ICP Maintain regular updating to NHS E on behalf of Rotherham Organisations 	<p>Refresh CCG Plan and join up with place plan</p> <p>Refresh Rotherham Place Plan</p> <p>ICS plan development</p> <p>HWBB Strategy review</p>	February 2020	CE CE CE
L12	<p>Direct Governing Body capacity to support key forums and raise CCG profile</p> <ul style="list-style-type: none"> Review GB agendas and priorities and undertake development session to seek agreement on use of capacity Consider how GB members can raise their profile in the wider Rotherham and ICS forums 	<p>Monthly review of agenda at OE</p> <p>Ensure GB members represent CCG at key meetings (Place Board/ICS/HWBB)</p>	Dec 2019	CE/RN CE/RC
L13	<p>Invest in development sessions with CCG staff colleagues to address concerns and build confidence during change</p> <ul style="list-style-type: none"> Consider investment in development time to support Personal Resilience Building and Coping with Change Respond to any specific requests for support as part of revised PDR processes 	<p>Monthly Meetings to include development sessions as appropriate – work ongoing to see what this might look like.</p> <p>PDR support requested to be delivered.</p> <p>PDR Processes have now been revised.</p>	Dec 2019	RN RN
L14	<p>Streamline internal procedures/approaches to free up capacity and available resources to direct to new ways of working</p> <ul style="list-style-type: none"> Complete audit of all internal meetings and regular meetings/events during each monthly cycle Consider each team's capacity to support CCG agenda going forward 	<p>Reviewed by OE every 6 months</p> <p>ACP governance reviewed by Place Board</p> <p>ICS Governance review</p> <p>6 monthly reviews in progress to OE in Aug 19.</p> <p>Paper to OE Nov 19 was agreed.</p> <p>Picked up during the structure review</p>	January 2020	RN OE

	<ul style="list-style-type: none"> Discuss with partner organisations any business areas which can be streamlined and revised to minimise demand 			CE
c) Clinical Leadership – Strengthening Clinical Engagement across the CCG’s functions				
L15	<p>Review current CCG Clinical Leadership model and discuss future readiness</p> <ul style="list-style-type: none"> Undertake a review encompassing all parties (GB, OE, SCE, Locality Leads, Membership & LMC) of current Clinical Leadership model in Rotherham Consider any changes that may enhance its effectiveness in the future climate Consider approach to change and timescales as necessary 	<p>Review of Clinical leadership Formation of Primary Care Networks and integrate with GPMC</p>	September 2019	CE CE CE
L16	<p>Consider any issues of succession planning for SCE/Localities and GB and proactively support appropriate development needs</p> <ul style="list-style-type: none"> Review current terms of office and intentions of existing GP leaders Arrange delivery of any targeted support to meet development needs for future roles Reflect on need for succession planning and secure approach to ensure continuity in line with any changes from L15 above 	<p>CO to review GP capacity in commissioning and PCNs Development provided as appropriate by CO. Succession planning for GPs managed by CO in partnership with the LMC. Training plan to OE in August</p>	End of 2019	CE/RC RN CE/RC
L17	<p>Explore future model of GP engagement in ICP and ICS solutions</p> <ul style="list-style-type: none"> Consider options in line with ICS developments Ensure Rotherham has a strong GP voice in current arrangements at both ICP and ICS level Implement any changes considered necessary to ensure Rotherham needs are properly reflected 	Being reviewed in line with PCN formation by CO and Chair	December 2019	RC RC RC
L18	Consider opportunities for wider Clinical Leadership	Chair to engage further with ICS and SCE members	September 2019	

	<p>within local and ICS wide structures e.g. Nursing Leadership</p> <ul style="list-style-type: none"> Review current mechanisms for Clinical Engagement (GP, Nursing and other professional groups) in ICP and ICS approach Identify clinical leaders who can fulfil key roles in taking objectives forward Design appropriate support for those individuals moving into new leadership roles 	<p>to join ICS work streams as appropriate</p> <p>Work collaboratively with other organisations as appropriate to agree joint bids and initiatives to work at scale across ICS footprint</p> <p>Support through PDRs</p> <p>Encourage “back to the floor” sessions and shadowing for those in and aspiring to be in leadership roles</p> <p>Links to NHSE/Leadership Academy re leadership development support</p> <p>Succession planning for key leadership roles to enable development of key skills</p> <p>Support to GP federation lead nurse development.</p> <p>Support to practice nurse forum/training.</p> <p>PLTC including commissioning sessions to engage with the wider clinical network</p> <p>Chief Nurse membership of NHSCC Commissioning Nurses Forum</p>	<p>Initial actions completed – work ongoing to ensure links to ICP/ICS as they develop.</p> <p>Chief Nurses across SY&B working closely together to ensure nursing input into ICS workstreams</p> <p>NHSE/I support to Chief Nurse involvement at ICS level.</p>	<p>RC/SC</p> <p>RC/SC</p> <p>RC/SC</p>
d) Shared Leadership – Working together for Rotherham				
L19	<p>Explore further development of System Leadership model in Rotherham ICP</p> <ul style="list-style-type: none"> Senior Leaders to undertake mutual ‘work shadowing’ to understand key leadership roles across Rotherham Place Participate in the suggested Collaborative Leadership Development Programme as part of ICP OD Plan Consider areas where CCG colleagues can act as Leads on behalf of Rotherham Place Invest in developing trust and relationships (ref: L8) 	<p>CO to engage with iCS</p> <p>Colleagues identified as appropriate to lead for place (e.g. strategy, Comms, IT)</p>	<p>September 2019</p>	<p>CE</p> <p>CE/RN</p> <p>CE</p> <p>CE</p>
L20	<p>Consider development needs for senior leadership teams and implement as required</p> <ul style="list-style-type: none"> Consider opportunities for middle and senior leaders to undertake joint shared learning & 	<p>Through PDRs</p> <p>Weekly SMT</p> <p>All staff meetings</p> <p>Joint roles reviewed every 6 months</p>	<p>2019/20</p>	<p>CE</p>

	<p>development embedded with shared ICP values and behaviours</p> <ul style="list-style-type: none"> • Further review of joint roles and how they are supported to deliver • Consider additional opportunities for jointly funded roles between Rotherham Place Partners 	<p>OE 360 review November 19-Feb 20</p> <p>Review of Joint Commissioning functions in line with 6 month review</p>		<p>CE/IA</p> <p>CE/IA</p>
L21	<p>Review opportunities for shared system leadership development for Boards/GB and Council Members</p> <ul style="list-style-type: none"> • Consider single vision and place based OD programme to support development of Rotherham Vision • Bring GB, Board Members and Council Members together to agree a Rotherham narrative to support joint development & integration 	<p>CO to lead as appropriate</p>	<p>September 2019</p>	<p>CE/RN</p> <p>CE</p>
e) Place Identity – Contributing to ‘Our Town’				
L22	<p>Work across the system to ensure implementation of key objectives in the Rotherham Place Plan</p> <ul style="list-style-type: none"> • Clarify key lead roles for each objective and recognise OD priorities as set out in ICP high level OD plan • Secure commitment to an annual place based awards ceremony (building on existing arrangements for Community Awards) 	<p>Place Delivery Team</p> <p>Place Board</p>	<p>2019/20</p>	<p>CE</p> <p>CE</p>
L23	<p>Single narrative – our integration story</p> <ul style="list-style-type: none"> • Complete the work to translate Place Plan into a single narrative, owned and delivered by all Rotherham organisations • Consult across Voluntary & Community sector to ensure narrative is inclusive and reflective of Rotherham population • Reflect on journey already completed and 	<p>Place Board/Place Plan</p> <p>CO and ACO lead on Voluntary Sector engagement</p>	<p>December 2019</p>	<p>CE/IA</p> <p>RN</p> <p>CE</p>

	identify key drivers that were successful to date – discuss and agree how to maintain momentum whilst recognising new initiatives required			
L24	Development of common identity for all organisations in Rotherham <ul style="list-style-type: none"> Consider move towards single ‘identity’ – common name badges, logo, approach to PDRs and training opportunities Build an identity that links all Rotherham Organisations to the vision for the Place Plan 	Place OD work stream leading on this Overseen by Place Board	January 2020	CE CE
L25	Build relationships with MPs and other partners as a single Rotherham system	CO and Chair to develop MP relationship	2019/20	CE
f) System Leadership – Ensuring we are part of the ‘bigger picture’				
L26	Agree role and responsibilities for Rotherham in the SY&B ICS working teams <ul style="list-style-type: none"> Clarify engagement in the ICS work streams Agree which streams are particularly relevant to Rotherham and how to play a meaningful part in service development Consider wider membership and in particular role of other clinical leaders i.e. Nursing colleagues 	OE to oversee workstream membership as appropriate ensuring this is challenged where appropriate Chief Nurse member of LMS Board and UEC Board SY&B CCG Chief Nurse meetings hosted by RCCG Chief Nurse CCG Chief Nurse member of NHSE Quality Surveillance Group	September 2019 Completed Reviewed regularly to ensure appropriate engagement Chief Nurse is involved in regional/national Covid response work eg IPC training to care homes	CE CE CE/RC/SC
L27	Embrace change and fully align Commissioning Plans, Place Plan and ICS Strategy into a coherent approach for Rotherham <ul style="list-style-type: none"> Review all three plans and ensure they ‘nest’ 	Updated Place will read across and align to priorities of the ICS LTP response Narrative provided at Staff Meeting and SMT regarding links between place plans and ICS plan.	March 2020	IA

	<p>appropriately</p> <ul style="list-style-type: none"> Recognise where plans do not align and actively discuss differences and impact Consider how best to communicate relationship between the three 'levels' of plan for both staff colleagues and public 			IA IA/GL
L28	<p>Strengthen understanding of priorities across the ICS and how they apply to/impact on Rotherham</p> <ul style="list-style-type: none"> Review current ICS plan internally in CCG and restate understanding of commitment at GB Ensure key messages are communicated and understood throughout CCG Actively raise any issues which sit out of line for Rotherham Place Plan and work with partner colleagues to address these with ICS 	OE will review ICS strategy when produced.	January 2020	CE CE/GL CE
L29	<p>Build improved understanding with Rotherham Partners of future development of ICS SY&B model</p> <ul style="list-style-type: none"> Undertake Lead role in ICP to ensure connections and alignment with ICS planning and NHS LTP Assist with any further conversations needed to explore issues between ICP and ICS priorities 	CO will lead through Place Board and CCG will lead on strategic planning	December 2020	CE CE
L30	<p>Develop and implement a shared approach to OD to support the Leadership of the Rotherham Place Plan</p> <ul style="list-style-type: none"> Participate actively in proposed Joint OD Plan developed by ICP working Group Consider how CCG can support both in terms of capacity and financial requirements for collaborative OD 	OD work stream at Place to lead.	Oct 2019	CE CE/WA
THEME TWO – WORKFORCE DEVELOPMENT				
a)		b) Talent Management – Developing colleagues for the future		
W1	Complete assessment of current workforce capability and consider areas where gaps may need to be addressed	OE 6 monthly review completed September 2019	October 2019	

	<ul style="list-style-type: none"> Review current team structure and determine if fit for future Consider areas where capacity needs to be strengthened Review if current team member strengths are deployed in most effective manner 			CE CE CE
W2	<p>Review and further strengthen current approach to Personal Development Planning (PDR) and utilise to assess future expertise in the organisation</p> <ul style="list-style-type: none"> Review current PDR process and seek further improvements if possible to timings and approach Consider opportunities for existing staff colleagues to change roles/expand/revise their current portfolios Identify any common themes for staff colleague skills development programme 	<p>PDR process reviewed and updated April 2019 Roles reviewed in 6 monthly review by OE PDR collated and common themes identified Work commenced on review of PDR process</p> <p>Considered in PDR process and structure review</p> <p>Developed as part of the training plan</p>	Dec 2019	RN OE OE
W3	<p>Review Talent Management Strategy and consider strengthening approach to senior leadership support</p> <ul style="list-style-type: none"> Refresh TM Policy and review effectiveness/success to date Consider how TM might be handled across Rotherham Place in conjunction with other Partners Review current approaches to supporting senior leadership development – Coaching, Mentoring, Senior Engagement Forum, Work Shadowing etc. 	Talent Management Strategy due for review – PS aware.	Dec 2019	RN CE/RN CE/RN
W4	<p>Ensure equality of opportunity to develop skills and support career progression</p> <ul style="list-style-type: none"> Audit previous years access to management and leadership development activities and assess equity of access Take action to ensure under represented groups (BAME, Disability and by age) have 		2019/20	RN RN

	access to development opportunities			
W5	<p>Continue to invest in education & training to support identified needs for all CCG staff colleagues</p> <ul style="list-style-type: none"> Review current E&T plan for CCG staff colleagues Review investment levels and consider any additional/changes priorities in light of ICP and ICS initiatives 	Training plan to OE August 19. Training plan discussed and agreed	2019/20	RN CE
b) Workforce Capability & Flexibility – Getting the best we can from our team				
W7	<p>Review current team structures and organisational arrangements to ensure best value achieved in line with Commissioning Plan</p> <ul style="list-style-type: none"> Link with W1 Assess capacity required to meet Commissioning Plan and Place Plan objectives and realign if necessary 	OE review 6 monthly	2019/20	CE/IA CE/IA
W8	<p>Ensure review of all CCG team members Job Descriptions and opportunity for discussion of any capacity and development gaps to support flexible working across the Rotherham agenda</p> <ul style="list-style-type: none"> Provide open and transparent opportunity for all CCG staff colleagues to engage in a conversation about their future Outline likely workforce transformation agendas and clarify where individuals might see their future opportunities Communicate regularly on this agenda 	<p>PDRs OE review All staff meetings</p> <p>Open discussions during the PDR process</p> <p>Open discussions during the PDR process, and as part of the joint working/ICS development</p> <p>Feedback given as part of the structure review.</p>	October 2019	OE OE CE
W9	<p>Seek out opportunities for alignment of core elements of workforce roles across the CCG and key partner organisations</p> <ul style="list-style-type: none"> Establish a Workforce Enabler Group (as per ICP Joint OD plan) to review common aspects of 		Sept 2019	CE/RN

	<p>workforce roles</p> <ul style="list-style-type: none"> Identify areas where consistency can be achieved and action Review future opportunities for core JDs and person specifications 			<p>CE/RN</p> <p>CE/RN</p>
W10	<p>Develop shared understanding of how transformational changes affect individual roles and provide support</p> <ul style="list-style-type: none"> Enable full discussion with each member of staff and address any concerns as they arise Provide strong communication support and also support for H&WB activities during periods of change 	<p>Discussion with Line manager during regular one:ones, picked up in PDR's and as part of the structure review</p> <p>Feedback given as part of structure review – H+WB support in place.</p>	Sept 2019	<p>OE</p> <p>OE/GL</p>
c) Health & Wellbeing – Supporting, coaching, responding to all				
W11	<p>Implement actions linked to the NHSE pilot site for <i>NHS Workforce Health & Wellbeing Framework</i></p> <ul style="list-style-type: none"> Focus effort on the three enablers – Leadership & Management, Healthy Working Environment and Data & Communications implementing agreed actions Ensure initiatives to support the three recommended health interventions are in place for all staff colleagues to access – Mental Health, Musculoskeletal and Healthy Lifestyles 	<p>OE to oversee</p> <p>GB asked OE to oversee quarterly</p> <p>The staff survey results have a number of questions around health and wellbeing and leadership, as well as healthy working environment. Also the healthy workforce pilot was driven by execs who were very engaged in it.</p> <p>Data & Communications – Newsletters and activity timetables to staff (attached). All staff meetings – healthy workforce was on most agenda's and we asked staff for their suggestions. Healthy Workforce Survey results</p> <ul style="list-style-type: none"> Mental Health – “Workplace Wellness’ our service commissioned by HR which offers counselling and support to staff https://my-eap.com/ MSK – Fast track physio service Healthy lifestyles – exercise programmes in place e.g. fitness classes, healthy eating sessions. 	2019/20	<p>RN/GL</p> <p>RN</p> <p>RN</p>

	<ul style="list-style-type: none"> Review progress and report regularly to OE and GB 	an HR report goes to OE on this, it covers things like results from staff surveys, sickness levels etc.		
W12	<p>Develop team and individual resilience to support change agenda</p> <ul style="list-style-type: none"> Commission/provide support through appropriate training programme to support Personal Resilience Regularly review current team and individual status using temperature check feedback, survey monkey or similar tool 	<p>Work ongoing to see what this might look like.</p> <p>Temperature checks carried out as part of team meetings and also at SMT</p>	October 2019	<p>RN</p> <p>RN/OE</p>
W13	Identify a Health & Wellbeing Champion at Governing Body level	CO is HWBB champion	Sept 2019	RN
W14	<p>Ensure shared learning</p> <ul style="list-style-type: none"> Generate feedback reports and data to share experience across the NHS pilot sites and within Rotherham ICP 	CCG is a national pilot site and share through Place Board	2019/20	GL
d) Shared Workforce Development & OD – Enabling an effective joint workforce				
W15	<p>Identify and support move towards increased number of joint roles across ICP arrangements</p> <ul style="list-style-type: none"> Undertake a joint review of how the current joint roles are operating – involve post holders in discussing how current arrangements operate Consider any changes to leadership, management and administration support, to facilitate improved operation of roles Consider any future roles where joint integration would be of benefit to the implementation of Rotherham Place Plan 	CO reviewing joint arrangements with all partner Chief Execs	2019/20	<p>CE</p> <p>CE</p> <p>CE</p>
W16	<p>Facilitate improved facilities/technology for joint roles to operate</p> <ul style="list-style-type: none"> Discuss current IT issues with post holders and seek out solutions 		Mar 2020	AC

	<ul style="list-style-type: none"> Invest in appropriate hardware, software and information sharing protocols to enable easier access to joint systems 			AC
W17	<p>Improve approach to shared management for joint roles</p> <ul style="list-style-type: none"> Link to W15 above Consider current management and supervision arrangements for the four joint roles in place – consider any changes or relaxation of procedures needed to support empowered leadership in these roles 	<p>Continue to develop Joint Management Meeting (RMBC/RCCG) Shared priorities at the time of setting PDR's</p>	Sept 2019	CE IA
W18	<p>Clarify shared vision, staff values and behaviours to apply to current and future joint roles</p> <ul style="list-style-type: none"> Refresh staff values and consider if they properly reflect needs of shared roles Consider joint development session for staff members and current managers to improve these arrangements for the future 	<p>Workshop booked for the September staff meeting Further development session with GB in December around organisational objectives and organisational values.</p>	Dec 2019	RN RN
e) Service Transformation – Delivering transformational change				
W19	<p>Deploy shared resources to support agreed priorities in the Rotherham Place Plan</p> <ul style="list-style-type: none"> Identify a systematic way to agree deployment of joint resources across priorities Work with NHS and LA Partners to revise service transformation programme management arrangements to make best use of shared resources Clarify lines of accountability and reporting for shared transformation projects 	<p>Joint roles progress overseen by Place Board Accountable to Place Board</p>	Sept 2019 onwards	CE CE CE
W20	<p>Consider appropriate governance and performance management arrangements for shared priorities</p> <ul style="list-style-type: none"> Utilise advice and support already commissioned (legal and Governance) to ensure appropriate and secure arrangements operate which support current organisational liabilities 	<p>Shared priorities overseen by place board and HWBB.</p>	Oct 2019	CE

	<ul style="list-style-type: none"> Regularly review reporting mechanisms and shared use of data 			CE
W21	<p>Develop joint approach to training & development for shared transformation projects</p> <ul style="list-style-type: none"> Consider appropriate skills to support transformation – (e.g. change management, project management, managing difficult situations and communication skills) and agree a programme of joint delivery 	<p>Deliver Group oversee progress Place Board by Exception System Health Executive Group oversee ICS joint projects</p>	December 2019	RN
W22	<p>Lead on the transformation and support of the primary care workforce in Rotherham</p> <ul style="list-style-type: none"> Work with primary care colleagues to identify workforce development needs to respond to Rotherham Place Plan priorities Agree how best to support primary care to deliver these skills Support Practices with workforce redesign to deliver these changes in Primary Care roles for the future Support (as required) the development of leadership and management skills within the GP Federation 	<p>Overseen by Primary Care Committee PCN role – as additional roles are reimbursed at PCN level Physio First already in place and will be formally adopted by the PCN's from April 2020 Clinical pharmacists in place in 4/5 PCNs- recruitment issues with the remaining 2 PCNs Social prescribers about to commence The APEX tool is being rolled out across Rotherham which enables practices to plan their capacity and demand including modelling alternative workforce models. Workforce development plans not completed Regular strategic discussion now in place with PCN directors.</p>	2019/20	RC/CE RC/JT/CE JT JT
f) Future Workforce Design – Developing the workforce of the future				
W23	<p>Engage with SY&B ICS to develop plans for future workforce requirements</p> <ul style="list-style-type: none"> Ensure Rotherham is appropriately represented in the ICS workforce design work stream Quantify the impact of changes to workforce roles for Rotherham – understand our own requirements Participate in discussions to agree any changes 	<p>ICS workforce work stream overseen by SHEG JT attends the ICS primary care workforce group A specification has been drafted for the Primary care Workforce Hub to support PCNs and practices in the requirement and implementation of new roles</p>	January 2020	CE CE CE

	with HEE to the commissioning of roles which may impact on Rotherham in the future			
W24	Build on existing agreements at ICS level to maximise opportunity for specialised roles to support Rotherham services <ul style="list-style-type: none"> Keep up to date with ICS proposals and understand the impact for RHFT and RDaSH Clarify the role of RHFT in respect of any proposed service configuration changes at ICS level in the future 	ICS agreements overseen by SHEG	January 2020	CE CE/IA
W25	Contribute to planning and decision making regarding redesign of workforce training through ICS and HEE	ICS workforce work stream overseen by SHEG	April 2020 onwards	CE
THEME THREE - COLLABORATION				
a)		b) Communication & Engagement – Connected communications		
C1	Achieve excellent staff and wider team communications to support open culture <ul style="list-style-type: none"> Adopt revised Communications & Engagement Strategy and implement recommendations Ensure staff colleague communications are proactive and open based on the staff values adopted by the CCG Clarify mechanisms for staff feedback and reflect on staff survey results re communications and any actions 		Sept 2019	GL/HW GL CE/GL
C2	Strengthen CCG public communications & engagement strategy to develop and co-design a Rotherham narrative <ul style="list-style-type: none"> Link to L23 Consider methodology and ability to share resources to support a single joint approach to Rotherham wide communications Review media impact and coverage on a regular basis at OE and ICP as appropriate 	Rotherham Place Comms Group Lead Place Comms officer Joint Annual event	Sept 2019	CE/GL CE/GL

C3	<p>Consider wider use of IT/Social Media to enhance external communications</p> <ul style="list-style-type: none"> Engage support from a social media expert (internal or external) to review current social media presence and methods of improving reach and impact 	<p>CO trained in Social Media Chief Nurse engagers in social media Chair social media CCG active on social media managed by Comms lead</p>	Dec 2019	CE/GL
C4	<p>Enhance feedback to CCG Governing Body from public, staff colleagues and partners</p> <ul style="list-style-type: none"> Review current arrangements for receiving feedback – e.g. patient story, complaints, responses to consultation, communications and results from web based enquiries – decide if any changes needed Continue to explore emerging opportunities to gather feedback going forward e.g. working with partners to develop shared forums; better using social media, new technology and the Rotherham APP 	<p>Lay member for PPE in post PPE report received by GB monthly detailing activity across the organisation PPE sub group minutes received by GB - partner organisation have open space to offer insight and feedback - oversight of engagement and equality impact assessments completed and in progress; these include engagement and feedback completed and planned GB all attend annual event and public facing AGM. Public section of GB every month. Quarterly Patient Participation Network meetings held and hosted by lay representative. GB members ie Chief Officer/Clinical Chair and Lay member for PPE outreach to community meetings (VAR/PPGs); and targeted engagement activity as relevant Bespoke pieces of engagement/consultation where appropriate to inform service development/change</p>	Dec 2019	SC/HW
b) Risk Management - Supporting change in a managed way				
C5	<p>Build on the current shared understanding of the system wide financial context</p> <ul style="list-style-type: none"> Develop a shared understanding of current combined Financial Impact for Rotherham as a whole Agree a methodology for addressing and discussing this at ICP and agreeing any remedial 	<p>Place CFO Group Finance in Rotherham Place Plan</p>	2019/20	WA WA

	<ul style="list-style-type: none"> actions Explore options for flexible use of resources to support Place Plan objectives Consider a joint reporting structure to utilise across the Rotherham Partners 			WA WA
C6	<p>Develop an approach to shared risk that recognises individual organisational governance</p> <ul style="list-style-type: none"> Explore and share findings on robustness of individual governance arrangements Consider possible options which move towards a shared governance approach 		April 2020	RN RN
C7	<p>Refresh organisational approach to risk management in light of changing system requirements</p> <ul style="list-style-type: none"> Review all CCG documentation relating to organisational governance and ensure revisions are made which reflect any agreed approaches to shared risk management Ensure external audit review and approve any changes proposed 	Organisational approach to risk management is under review and new GBAF is proposed to support understanding.	April 2020	RN RN
C8	Review learning from early projects to review best approach to financial risk management across CCG and partners		2019/20	WA
c)		d) Primary Care Development – Ensuring primary care leadership capacity		
C9	<p>Ensure that GP Federation is supported to deliver in the new system as a robust provider organisation</p> <ul style="list-style-type: none"> Work with Federation to assess readiness to operate Support (through provision of advice, support and facilities) to enable organisational development as necessary Support the Federation to develop its own OD plan for 2019-2021 Consider primary care leadership capacity and 	<p>A matrix of readiness has been completed with the Federation and each of the PCNs</p> <p>Funding and support has been provided to enable OD of both the Federation and PCNs</p> <p>Development plans have been received from all the PCNs which include primary care leadership requirements</p> <p>The federation have been commissioned to facilitate the development support.</p>	Oct 2019	JT JT JT JT

	clarify support needed			
C10	<p>Maximise primary care capacity for change through support at member/practice level</p> <ul style="list-style-type: none"> • Discuss at Locality and practice level to identify support needed to enable full engagement with Federation • Consider how member practices engage with CCG and review findings from imminent 360 feedback 	Each PCN has a Clinical Director, with 1 day allocated to PCN responsibilities. Clinical Directors are already starting to work on specific projects e.g. respiratory, intermediate care, urgent and emergency care.	September 2019	JT JT
C11	<p>Facilitate revised model for primary and community care delivery</p> <ul style="list-style-type: none"> • Act as lead agency for facilitating discussion on future primary care model • Mediate as necessary to support primary care as a full partner in Rotherham Place model • Ensure primary care colleagues are engaged and supported to influence ICS model in SY&B 	CO liaises with federation/LMC/PCNs to develop the system role Represented at System level on place Board	September 2019	CE CE CE
d) Strong Joint Governance – Supporting an Integrated Partnership				
C12	<p>Keep joint governance arrangements under review and fit for purpose</p> <ul style="list-style-type: none"> • Review development of ICP governance model and in particular developments relating to LA/CCG integration • Seek advice as necessary to move forward in line with ICP plans • Ensure GB systems and processes are supported by ICP governance arrangements 		2019/20	CE/IA/LG CE/IA/LG CE/IA/LG
C13	<p>Enable CCG representatives to operate within ICP framework with authority and clarity of decision making</p> <ul style="list-style-type: none"> • Widen CCG representation on ICS working groups and action teams to broaden shared responsibility for delivery • Strengthen accountability for ET members to become more involved in ICS activities 		April 2020	CE CE

	<ul style="list-style-type: none"> Actively seek opportunities for CCG staff colleagues to engage in ICS work streams to build confidence 			CE
C14	<p>Continue to assess flexibilities and freedoms necessary to support ICP objectives</p> <ul style="list-style-type: none"> Continually review CCG options in light of ICP developments Review CCG governance arrangements to support ICP accountability as necessary Protect GB in terms of any delegated decision making by or through ICP model 		Oct 2019	CE CE/IA/LG CE
C15	<p>Seek to understand better all Partners constraints in respect of ICP actions and accountability</p> <ul style="list-style-type: none"> Share understanding of risks, opportunities and restrictions to progress on a regular basis Utilise appreciative problem solving to find options for future arrangements 		December 2019	CE CE
e) Place based Communications – Say it loud say it once				
C16	<p>Create a single Communications Framework for all partners to operate within</p> <ul style="list-style-type: none"> Link to L23 and C1 Enable communications colleagues to work up a joint approach to common messages Agree a Rotherham Place Based Communications Strategy 		September 2019	CE/GL CE/GL
C17	Jointly support a number of agreed Social Media Campaigns and evaluate impact		October 2019	CE/GL
C18	<p>Build collaborative relationships with media, MPs and other parties to promote Rotherham Place</p> <ul style="list-style-type: none"> Agree links for key personnel to progress in terms of building relationships and opening communications channels 		2019/20	CE/GL
f) ICS System Governance – Preparation & planning				

C19	<p>Participate fully in the development of ICS governance arrangements</p> <ul style="list-style-type: none"> • Ensure Rotherham CCG and wider Rotherham Place interests are supported in any new ICS governance framework • Seek legal advice as necessary to protect role of GB members and ET • Review alternative governance arrangements operating elsewhere and seek learning from good practice 		2019/20	<p>CE/IA/LG</p> <p>CE</p> <p>CE/IA/LG</p>
C20	<p>Consider opportunities for collaboration with CCGs across SY&B where appropriate for delivery of CCG functions</p> <ul style="list-style-type: none"> • Utilise CCG relationships to identify areas where collaboration will be beneficial • Review operating arrangements and areas where efficient shared resources may benefit reduction in management costs • Consider any opportunities for collaboration with other Rotherham partners – NHS Trusts/LA etc 	CO and Chair reviewing JCCG	Oct 2019	<p>CE</p> <p>CE</p> <p>CE</p>
g) System-wide Service Transformation – Population based service delivery				
C21	<p>Keep the focus for transformation on needs of Rotherham people</p> <ul style="list-style-type: none"> • Review Rotherham CCG Commissioning Plan on an annual basis in line with NHS Planning requirements • Review all objectives in plan against latest DPH Public Health JSNA to link back to local needs • Update GB with any changes suggested to Commissioning Plan in light of either ICP or ICS 	New Place Plan will be agreed by April 2020, focus on prevention and Population Health Governing Body and GPMC will receive the Place Plan in advance of sign off.	April 2020	<p>IA</p> <p>IA</p> <p>IA</p>

	decisions			
C22	<p>Ensure impact assessments for ICS decisions accurately reflect impact on Rotherham organisations</p> <ul style="list-style-type: none"> Work with colleagues at RHFT, RDaSH and RMBC to understand any impact of decisions at ICS level and calculate any qualitative, financial or service access/performance impacts 		April 2020	CE
C23	<p>Work with RMBC to understand opportunities for LA collaboration and transformation at ICS level</p> <ul style="list-style-type: none"> Collaborate by way of the Rotherham Place Plan and continue to research opportunities for collaboration at a wider system level Assist with RMBC participation in the ICS model and through leadership of LA programme of work as agreed with the ICS 		2019/20	CE/IA CE/IA

OD plan Governance

Rotherham CCG OD Plan – OE received 08 March 2019 Action plan agreed by OE 26 April 2019 – Quarterly monitoring by OE with the plan being sent out two weeks before the OE review date.

OE quarterly review

- ~~01 August 2019~~
- 08 November 2019
- ~~07 February 2020~~
- 03 April 2020
- 07 August 2020
- 06 November 2020
- 05 February 2021
- 02 April 2021

AQuA – Agreed 2 July 2019 receives the plan 6 monthly

~~07 January 2020~~
07 July 2020
05 January 2021
06 July 2021