

NHS North Cumbria CCG Governing Body	Agenda Item 06
5 April 2017	

North Cumbria CCG – Developing our Vision, Goals, Objectives, Values and Behaviours

Purpose of the Report							
<p>The Organisation Development (OD) Strategy and Action plan (agreed in December 2016) is designed to strengthen and further develop the CCG’s approach to Organisation Development, recognising the major challenges that are being faced currently and in the future.</p> <p>A key part of the plan is the development of the North Cumbria CCG Vision, Goals, Objectives, Values and Behaviours. The report is to present that work to date and request approval for the attached documents.</p>							
Outcome Required:	Approve	X	Ratify		For Discussion		For Information
Assurance Framework Reference: N/A							

Recommendation(s):
The Governing Body is asked to approve the vision, goals, values and behaviours for North Cumbria CCG.

Executive Summary:
<p>Key Issues:</p> <p>In December the Governing Body agreed an organisational strategy for Cumbria CCG which was designed to also ensure that we were fit for purpose as we developed into the new North Cumbria CCG.</p> <p>Much work has taken place since that point on a wide range of topics within the action plan. This has included 3 staff workshops and input from our staff engagement group and the North transition executive group.</p> <p>In preparation for the new North Cumbria CCG we have considered the Vision, Goals and Corporate level objectives and have undertaken a major programme of development of</p>

objectives at Directorate and team level.

This has happened alongside the development of Values and Behaviours for the organisation. (We very much appreciate the opportunity to build upon the excellent work done by Cumbria Partnership foundation trust and have adopted their framework with full support from CCG staff.)

Key Risks:

We now have a Vision, Objectives, Values and Behaviours which are owned by teams and are designed to deliver improved performance and staff satisfaction in the CCG.

The risk is around the embedding of the new system to ensure the organisation is fit for purpose. Plans are in place or in development to ensure this embedding takes place.

Implications/Actions for Public and Patient Engagement:

Robust objectives will result in better relationships with all stakeholders and an emphasis on patient engagement within normal commissioning practice.

Financial Impact on the CCG:

The CCG has a responsibility to ensure that the money invested is utilised to best effect, both in the services it commissions and the use of its staff resource and this can only be done with the development of an effective Vision, Goals, Objectives, Values and Behaviours
Monetary spend will be in line with CCG management cost allowance.

Strategic Objective(s) supported by this paper:	Please select (X)
Support quality improvement within existing services including General Practice	X
Commission a range of health services appropriate to Cumbria's Needs	X
Develop our system leadership role and our effectiveness as a partner	X
Improve our organisation and support our staff to excel	X

Impact assessment: (Including Health, Equality, Diversity and Human Rights)	Completed and will be reviewed as the action plan is progressed
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Conflicts of Interest Describe any possible Conflicts of interest associated with this paper, and how they will be managed	None
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Date Report Written	24 March 2017



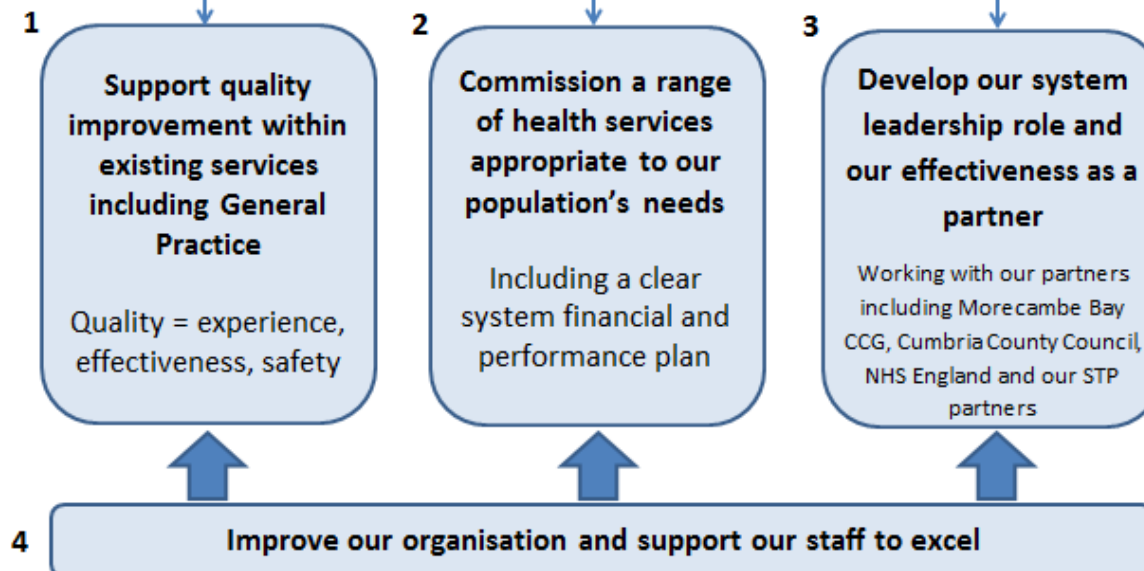
Our Vision

Better Health and Best Care for the people of North Cumbria, Delivered Sustainably

Our Purpose

We work to understand health and care needs; we work with local people, communities and partners to improve health, to commission appropriate services and to develop general practice; we monitor the quality of services as provided and foster their improvement; we play our part as a local NHS leader.

Our Four Objectives



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Objectives	Goals (by end 2021/22)
<p>Support quality improvement within existing services including General Practice</p>	<ul style="list-style-type: none"> • Delivery of all NHS constitution standards • All health care providers to achieve CQC good or better ratings
<p>Commission a range of health services appropriate to our population's needs</p>	<ul style="list-style-type: none"> • The 6 Clinical outcome indicators – to be in the top 50% for all including the top 25% for 3 • Commission services in line with the PCBC within agreed timescales
<p>Develop our system leadership role and our effectiveness as a partner</p>	<ul style="list-style-type: none"> • Achieve recurring system financial balance - Including living within our commissioning budget • Deliver fully integrated health and care systems (ACO or equivalent) in line with agreed plan
<p>Improve our organisation and support our staff to excel</p>	<ul style="list-style-type: none"> • Staff satisfaction to be in top 20% of CCGs • To be assured as good or outstanding by NHS England in all domains by 2021 at the latest

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Our values and behaviours

How we act towards each other,
our colleagues and the
wider community



Our values



Kindness: we always remember we are here for our community



Fairness: we are accountable, honest and inclusive



Ambition: we never stop improving



Spirit: we are energetic, resourceful and determined

Colleagues from CPFT initially developed these Values and Behaviours. Following staff engagement across the CCG, we as an organisation have adopted them (with some amendments and the permission of CPFT).



Kindness: we always remember we are here for our community

	Would love to see	Expect to see	Don't want to see
Listens and consults	<ul style="list-style-type: none"> Makes people feel valued and included by listening and consulting widely. Welcomes a wide range of other viewpoints. Demonstrates a keen interest in the ideas of others and uses these to make better decisions. 	<ul style="list-style-type: none"> Finds time to talk and show interest in people. Welcomes the views and opinions of others and involves people in decisions. 	<ul style="list-style-type: none"> Takes decisions which affect others without discussing things. Does not ask for ideas and opinions. Cuts across people when they are speaking.
Respectful	<ul style="list-style-type: none"> Builds warm and trusting relationships. Champions diversity. Adapts language and style to best suit the audience. Zero tolerance to negative and derogative gossip. 	<ul style="list-style-type: none"> Treats people as they would want to be treated. Smiles and acknowledges people. Gives good eye contact. Is polite and helpful at all times. Encourages diversity. 	<ul style="list-style-type: none"> Talks behind people's backs. Breaks confidences. Speaks with lack of respect for the organisation or colleagues.
Supportive and caring	<ul style="list-style-type: none"> Consistently thoughtful and considerate of the feelings and situation of others. Will always try to help. Generous with praise and thanks. 	<ul style="list-style-type: none"> Displays empathy and compassion for staff and patients. Provides praise, thanks and recognition to others. Is patient and considerate. 	<ul style="list-style-type: none"> Avoids patients or colleagues who need help. Looks after own interests. Is dismissive of, or uninterested in, people's needs.
Builds trust	<ul style="list-style-type: none"> Builds relationships based on trust. Goes out of their way to keep people informed. Explains how decisions have been reached and what this means for individuals. 	<ul style="list-style-type: none"> Is consistent and not overly affected by mood or frame of mind. Is open in sharing information, and honest in all communications. 	<ul style="list-style-type: none"> Has favourites whilst ignoring others. Treats information as power – withholding it to suit themselves. Is unpredictable in terms of reaction and behaviours are affected by negative moods.



Kindness



Fairness



Ambition



Spirit



Fairness: we are accountable, honest and inclusive

	Would love to see	Expect to see	Don't want to see
Takes personal accountability	<ul style="list-style-type: none"> Owns problems until they are resolved. Makes and holds others accountable for their commitments at all levels and in all teams. 	<ul style="list-style-type: none"> Keeps their word. Manages expectations. Flags up potential issues well in advance. 	<ul style="list-style-type: none"> Misses deadlines, avoids taking responsibility, doesn't keep commitments. Doesn't own up to mistakes and tries to discredit others instead.
Gives and asks for feedback	<ul style="list-style-type: none"> Challenges unacceptable behaviours, poor practice and unsafe practice at all levels in the organisation and partner organisations. Frequently asks for and acts upon feedback – from all levels – and encourages others to do the same. 	<ul style="list-style-type: none"> Challenges unacceptable behaviours, poor practice and unsafe practice within the team. Asks for and acts upon feedback provided. 	<ul style="list-style-type: none"> Uses 'feedback' simply to criticise others. Receives feedback poorly and defensively. Challenges others in a way that is demotivating and not useful.
Works for a fairer society	<ul style="list-style-type: none"> Sticks up for the underdog. Actively works to bring about greater equality. Is a champion for vulnerable people. 	<ul style="list-style-type: none"> Takes into account the needs, views and beliefs of everyone. Acts to defend the needs of the vulnerable and the less advantaged. 	<ul style="list-style-type: none"> Makes unfair generalisations and observations about people. Demonstrates prejudice and intolerance of individuals or groups.
Learns from mistakes	<ul style="list-style-type: none"> When mistakes happen, takes a lead in understanding what went wrong, why, and how best do we fix things and share the learning. Focuses on the issue not the person. 	<ul style="list-style-type: none"> Supports and listens when things go wrong. Seeks to help find a solution and avoids blaming, shaming and finger pointing. 	<ul style="list-style-type: none"> Doesn't own up to mistakes but hides behind excuses. Does not use errors as an opportunity to learn and develop.



Kindness



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Ambition



Spirit



Ambition: we never stop improving

	Would love to see	Expect to see	Don't want to see
Improvement focus	<ul style="list-style-type: none"> Is tenacious and determined. Encourages people to try new ideas, recognising that they might not get it right first time. Inspires and enthuses others to achieve high quality, safe care. 	<ul style="list-style-type: none"> Supports, encourages and tries out better, more efficient and effective ways of doing things. Works with others to achieve high quality, safe care. 	<ul style="list-style-type: none"> Doesn't share good ideas. More focused on talking about the problem than helping work out a solution. Shows little interest in alternative ways of doing things, and seeks excuses not to change.
Supports great teamwork	<ul style="list-style-type: none"> Champions a supportive, team-working environment. Values individual skills and encourages the best people for the job. Keeps focused on mutual gain and shared goals. Seeks out and encourages wider, collaborative partnership working. 	<ul style="list-style-type: none"> Demonstrates clear commitment to the team. Is collaborative & respectful. Remains a source of positivity and determination even when the going is tough. Celebrates success. 	<ul style="list-style-type: none"> Is unsupportive, divisive and unconstructive within the team. Puts own needs first. Lets other take the strain.
Learns and grows	<ul style="list-style-type: none"> Shows genuine commitment to life-long learning. Shares ideas, best practice and new techniques with colleagues as appropriate. Diffuses and uses new ideas and learning to benefit the organisation's performance. 	<ul style="list-style-type: none"> Takes regular steps to be a better, more effective professional. Demonstrates ongoing commitment to learning and self-improvement. 	<ul style="list-style-type: none"> Demonstrates no interest in, or commitment to learning, training and self-improvement.
Aims high	<ul style="list-style-type: none"> Looks to continuously improve team and organisational performance and outcomes, and helps others to do the same. Encourages and supports calculated and measured risk-taking. 	<ul style="list-style-type: none"> Looks to improve own performance and outcomes and encourages others to do the same. Takes calculated and measured risks. 	<ul style="list-style-type: none"> Looks to deliver the bare minimum. Expends least possible effort to achieve minimum standards. Makes excuses for poor performance.



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Spirit



Spirit: we are energetic, resourceful and determined

	Would love to see	Expect to see	Don't want to see
Encouraging	<ul style="list-style-type: none"> • Demonstrates real trust and belief in others to achieve. • Always offers support and encouragement. • Knows when to let others lead, regardless of their position in the organisation 	<ul style="list-style-type: none"> • Instils confidence in the team to believe in themselves, take calculated risks, and trust their judgment. 	<ul style="list-style-type: none"> • Puts people down. • Dismisses, and ignores people. • Demonstrates they don't really trust people to get on and do a good job.
Tenacious and resilient	<ul style="list-style-type: none"> • Shows determination and strength of character in pursuing important goals without giving up. • Demonstrates self control, courage, commitment and confidence in difficult situations. 	<ul style="list-style-type: none"> • Takes the right decision, not the easy decision. • Sticks at difficult tasks and remains focused and professional. 	<ul style="list-style-type: none"> • Gives up easily. • Blames others for things that didn't work or goals that weren't met. • Moans and focuses on the negatives.
Generates goodwill	<ul style="list-style-type: none"> • Inspires and enthuses others to follow an agreed course of action. • Creates a spirit of goodwill and co-operation inside and beyond team and organisational boundaries. 	<ul style="list-style-type: none"> • Supports a spirit of goodwill and co-operation within the team, and with other teams. • Shows a sense of humour • Gives 'best effort' to all that is done 	<ul style="list-style-type: none"> • Works in and maintains silos. • Makes the environment difficult and negative to work in. • Goes it alone. • Prevents effective co-operation.
Sets a good example	<ul style="list-style-type: none"> • A role model for the organisations values and aspires others to be so as well. • Frequently refers to the values to guide decision-making and identify good work. 	<ul style="list-style-type: none"> • Refers to and demonstrates the organisations values and appropriately challenges those who do not. 	<ul style="list-style-type: none"> • Displays 'don't want to see' behaviours that don't support our organisation's values.



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