

Meeting: Strategic Commissioning Board

Meeting Date	3 rd February 2020	Action	Information
Item No	12	Confidential / Freedom of Information Status	No
Title	One Commissioning Organisation Update		
Presented By	Nicky O'Connor, Interim Director of Transformation		
Author	Nicky O'Connor, Interim Director of Transformation		
Clinical Lead	Dr. Jeff Schryer, CCG Chair		
Council Lead	Geoff Little, Chief Executive, Bury Council / Accountable Officer, Bury CCG		

Executive Summary

The OCO development programme has been in place for several months and is now led by Nicky O'Connor, Director of Transformation. Three key steps have been required to set up the OCO

- 1) Establishing the governance and SCB
- 2) The pooling and aligning of joint resources of circa £600m creating one resource envelope
- 3) Bringing health and care commissioning teams coming together, supporting the Strategic Commissioning Board to deliver and implement the Board's decisions. The consultation process to enable this re-structure closed on 31st December.

Using the McKinsey 7s model the programme is now focusing on the following;

- 1) Structure following the consultation
- 2) Developing the Bury Commissioning Strategy
- 3) Aligning system and process to the strategy
- 4) Shared values
- 5) Staff and skills

Next steps are aligned to these 5 areas.

Recommendations

It is recommended that the Strategic Commissioning Board:

- Note work completed so far and outlined next steps

Links to Strategic Objectives/Corporate Plan	Choose an item.
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	Choose an item.
<i>Add details here.</i>	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Have any departments/organisations who will be affected been consulted?	Yes	x	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	x	N/A	<input type="checkbox"/>
Are there any financial implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Are there any legal implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
How do proposals align with Health & Wellbeing Strategy?	In line with both Health and Wellbeing Strategy					
How do proposals align with Locality Plan?	Aligned					
How do proposals align with the Commissioning Strategy?	Aligned					
Are there any Public, Patient and Service User Implications?	Yes	x	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
How do the proposals help to reduce health inequalities?	Formation of the OCO will develop more aligned commissioning strategies					
Is there any scrutiny interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
What are the Information Governance/ Access to Information implications?						
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x

Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x
Additional details	<i>NB - Please use this space to provide any further information in relation to any of the above implications.</i>					

Governance and Reporting		
Meeting	Date	Outcome
<i>Add details of previous meetings/Committees this report has been discussed.</i>		

STRATEGIC COMMISSIONING BOARD DEVELOPMENT PROGRAMME

ONE COMMISSIONING ORGANISATION UPDATE

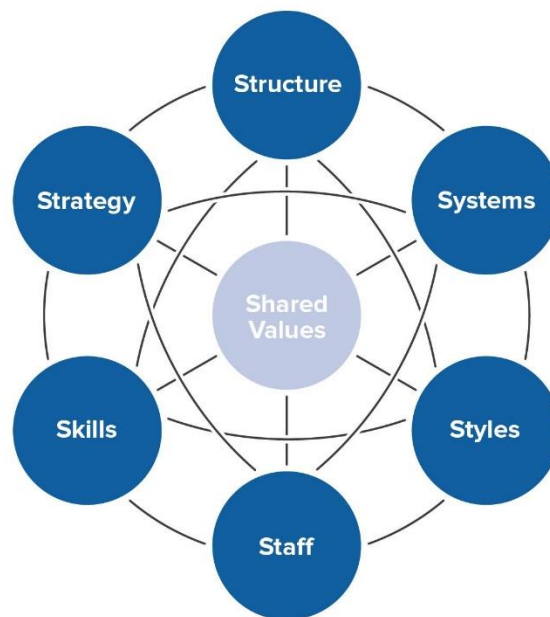
1. Introduction

- 1.1. A One Commissioning Organisation (OCO) Development Programme was brought into being, initially supported by a management consultant, Tony Bruce, and more latterly by Nicky O'Connor, Interim Director of Transformation, on secondment from the Greater Manchester Health and Social Care Partnership.
- 1.2. There were 3 initial steps to creating the OCO:
 - Establishing the governance to support the OCO – the Strategic Commissioning Board, providing leadership and governance of health and social care commissioning specifically, and promoting alignment with wider Council activities with the inclusion of all Council portfolios. This is the forum where clinicians, politicians and managers have one approach to objective setting, strategic planning and allocation of resources.
 - The pooling and aligning of joint resources of circa £600m creating one resource envelope to be deployed in line with joint commissioning priorities.

- Bringing health and care commissioning teams coming together, supporting the Strategic Commissioning Board to deliver and implement the Board's decisions. The consultation process to enable this re-structure closed on 31st December.

1.3. **McKinsey 7s Model**

The McKinsey 7s model has been used to put structure around the development programme for the OCO.



The model is most often used as an organisational analysis tool to assess and monitor changes in the internal situation of an organization.

The model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance, or to maintain alignment (and performance) during other types of change.

This paper provides an update of activities in the development of the OCO against the McKinsey 7s model.

1.4. **Structure**

The first phase of consultation to develop the new structure has now completed.

Through January, the Council and CCG will confirm the outcome of the consultation process and agree the final senior structure for the OCO itself and the overall council structure. Recruitment will commence for the Executive Director of Strategic Commissioning at the end of January.

- 1.5. The second phase of re-structuring – to align individual teams from health and care commissioning into the OCO, and to create the Corporate Core for the council

(covering all support functions) will commence in January with a view to completing this phase at pace and settle staff into new roles and teams.

- 1.6. The creation of a governance structure which enabled health and care to take joint commissioning decisions is complete. The Strategic Commissioning Board was established in October 2019 comprising of clinicians, politicians and managers, with delegated authority from the Governing Body and the Council Cabinet. An operational sub structure for the board was agreed on 6th January, for implementation by 1st April 2020.
- 1.7. To ensure day to day planning and oversight of the OCO there are three programme development groups in place:
 - OCO Management Group – Chaired by Geoff Little – overseeing the strategic and operational work of the OCO
 - OCO OD Group – Chaired by Nicky O'Connor – steering the OD activity for the OCO, bringing in external support where needed
 - OCO Development Group – Chaired by Nicky O'Connor – bringing together senior managers from the OCO to develop the strategy, priorities and business cycle.

2. Developing Strategy

- 2.1. The strategic commissioning board will oversee the development of a single commissioning strategy which will describe a different way of commissioning, from micro-commissioning at the level of individuals to macro-commissioning at GM level and beyond where it makes economic sense to do so. Our commissioning intent will be person-centered, placed-based, outcome-focused and with a view to maximising social value. The commissioning strategy will sit as part of the implementation plan f or the overall Bury 2030 strategy.

3. Systems

- 3.1. Work has been ongoing to align the business cycle processes of the council and CCG in respect of health and care; to align these where possible, and where not possible to acknowledge and understand the different processes.
- 3.2. Establishment of OCO priorities has also commenced. Workshops are being held with senior managers across the OCO to identify the key priorities across health and care. These priorities will coalesce in the production of the OCO Commissioning Strategy and supporting the Bury 2030 Strategy. Current priorities include:



3.3. These will be further informed by 8 population health strategic priorities agreed at the SCB in January 2020.

- Ensuring a good start in life
- Prevention of and reducing the impact of adverse childhood experiences and mental wellbeing
- Improving primary and secondary prevention of long-term conditions (including MSK)
- Developing a comprehensive behaviour change strategy which emphasises making healthy options the default options
- Income and wealth equality
- Supporting relationships and social connections and community empowerment
- Creating decent affordable housing
- Ensuring all residents benefit from clean and green environments

Once finalised, these priorities will form the basis of a system of measurement against outcomes for the SCB.

3. Shared values

Initial values are in place as a starting point for discussion with staff. These will be reviewed by teams from February onwards. These values will link the Bury 2030 strategy to the work of everyone within the council and CCG – helping support and develop a truly integrated organisation. The draft values are:

- **Delivery** – people centered, clinically effective and sustainable care, delivering results and a quality service
- **Equality** – challenging inequality through partnership working, values, ethics and diversity
- **Listening and Learning** – listen and learn, customer service
- **Valuing Everyone** – staff development, teams, networks and partnerships

- **Enterprising** – bold inclusive and supportive, commercial thinking, adapting to change

5. Style

- 5.1. The development of a 'Bury' leadership style has already begun. The programme for the Strategic Commissioning Board has begun and an OD programme of the new Joint Executive Team will commence in April once the new team is established. Council and CCG are working with the GM Health and Social Care Partnership Team OD function to produce an offer to Bury which includes coaching, mentoring and talent management, as well as leadership development and behaviours which support the organisations values.
- 5.2. The development programme for the SCB commences on 5th February, facilitated by Mike Farrar CBE, to enable members to play their full part in strategic decisions affecting the population of Bury.

6. Staff and Skills

Sessions to develop new teams will start at the end of January, as the same time as a focused skills analysis, based on key commissioning competencies. A new MGR model has been developed to enhance managerial competencies, whilst the OCO is supporting staff in 2 cohorts to undertake the GM Commissioning Academy programme. Programme and improvement methodology workshops are in train, alongside training in problem solving methods, with initial workshops on 21st and 30th January.

Engagement with staff has been undertaken throughout the development of the OCO. Regular engagement sessions have been held with staff who will form part of the OCO and these are continuing until May 2020. It is recognised that staff need to feel supported and developed through this change process but also see recognisable emblems of change. To that end, work has commenced on progressing a new 'brand' for the integrated organisation including presentation templates, corporate styles, joint induction programme and lanyards that reflect the brand of Bury, incorporating the importance of the NHS brand.

7. Next Steps

Next steps will continue to develop the OCO before April 1st. With the following key pieces of work;

- Embed the new integrated governance and evaluate to ensure it meets its objectives, supported by the programme of board development
- Continue to make more joint appointments where appropriate to enable an efficient use of a joint resource.
- Align health and care commissioning teams to focus on improving health outcomes, deliver on national performance standards and commission for social value.

- Commit to a continuous OD programme to support staff so that they become strategic commissioners.
- Develop a joint 3 – 5-year commissioning strategy.
- Develop a 3-5-year financial strategy which will underpin this plan's ambitions to achieve a financially balanced system in Bury.

Nicky O'Connor
Director of Transformation