

<b>Meeting: Governing Body</b>			
<b>Meeting Date</b>	23 May 2018	<b>Action</b>	Approve
<b>Item No.</b>	8	<b>Confidential</b>	No
<b>Title</b>	Review of Strategic Objectives		
<b>Presented By</b>	Margaret O'Dwyer, Director of Commissioning and Business Delivery		
<b>Author</b>	Lisa Featherstone, Deputy Director of Business Delivery		
<b>Clinical Lead</b>			

<b>Executive Summary</b>
<p>This paper is presented to the Governing Body to provide an update on the review of strategic objectives which has been undertaken.</p> <p>At the Governing Body development session in April, members of the Governing Body proposed some changes to the existing strategic objectives. This included removing, rewording or adding to the existing objectives.</p> <p>Feedback from staff was also requested and this is included within the report.</p>
<b>Recommendations</b>
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> <li>Consider the proposed strategic objectives as developed through the Governing Body development session and in the context of feedback received from staff members and approve or amend, as appropriate.</li> </ul>

<b>Links to CCG Strategic Objectives</b>	
To empower patients so that they want to, and do, take responsibility for their own healthcare. This includes prevention, self-care and navigation of the system.	<input type="checkbox"/>
To deliver system wide transformation in priority areas through innovation	<input type="checkbox"/>
To develop Primary Care to become excellent and high performing commissioners	<input type="checkbox"/>
To work with the Local Authority to establish a single commissioning organisation	<input type="checkbox"/>
To maintain and further develop robust and effective working relationships with all stakeholders and partners to drive integrated commissioning.	<input type="checkbox"/>
To deliver long term financial sustainability in partnership with all stakeholders through innovative investment which will benefit the whole Bury economy.	<input type="checkbox"/>
To develop the Locality Care Organisation to a level of maturity such that it can consistently deliver high quality services in line with Commissioner's intentions.	<input type="checkbox"/>
Supports NHS Bury CCG Governance arrangements	<input checked="" type="checkbox"/>

Does this report seek to address any of the risks included on the Governing Body Assurance Framework? If yes, state which risk below:
GBAF <i>[Insert Risk Number and Detail Here]</i>

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" 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	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Has a Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is a Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any associated risks?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG's risk register?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
<p>Following approval of the Strategic Objectives, associated risks will be identified and reported through the Governing Body Assurance framework or operational risk registers as appropriate.</p>						

Governance and Reporting		
Meeting	Date	Outcome
Governing Body Development Session	April 2018	Proposed objectives drafted
Engagement with Staff	May 2018	Feedback included within Appendix 2

## Review of Strategic Objectives

### 1.0 Introduction

- 1.1 This paper is presented to the Governing Body to provide an update on the review of strategic objectives which has been undertaken.

### 2.0 Background

- 2.1 Each year NHS Bury CCG has undertaken a review of its strategic objectives to ensure they remain relevant to the direction of travel and ambition of the CCG.
- 2.2 During each review, minor tweaks have been made to the existing strategic objectives, rather than a full re-write.

### 3.0 Review of Strategic Objectives

- 3.1 The following changes were proposed to the Strategic Objectives during the Governing Body Development Session in April 2018:
- Removal of Strategic Objective 3 : To develop Primary Care to become excellent and high performing commissioners
  - Amalgamation of Strategic Objectives 4 and 5 into a new objective
  - Stenthening of Strategic Objective 6 : To deliver long term financial sustainability in partnership with all stakeholders through innovative investment which will benefit the whole Bury economy.
  - Minor amendments to Strategic Objectives 1,2, and 7
  - Addition of a new objective to reflect the effectiveness of the organisation and workforce
- 3.2 The newly proposed objectives are included at Appendix 1.
- 3.3 The draft objectives were circulated to all CCG colleagues for further input and feedback on the objective and any potential risks to delivery.
- 3.4 There were seventeen respondents to the survey, which closed on 17 May 2018. Included at Appendix 2 is the range of feedback and associated risks that have been submitted by colleagues, for consideration by the Governing Body. A review of the themes from the feedback will be undertaken operationally with a response provided to colleagues to address the points raised.
- 3.5 Following approval, further work will be progressed on the capturing the associated risks which will be reflected through the Governing Body Assurance Framework and Risk Registers.

### 4.0 Recommendations

- 4.1 The Governing Body is asked to :
- Consider the proposed strategic objectives as developed through the

Governing Body development session and in the context of feedback received from staff members and approve or amend, as appropriate.

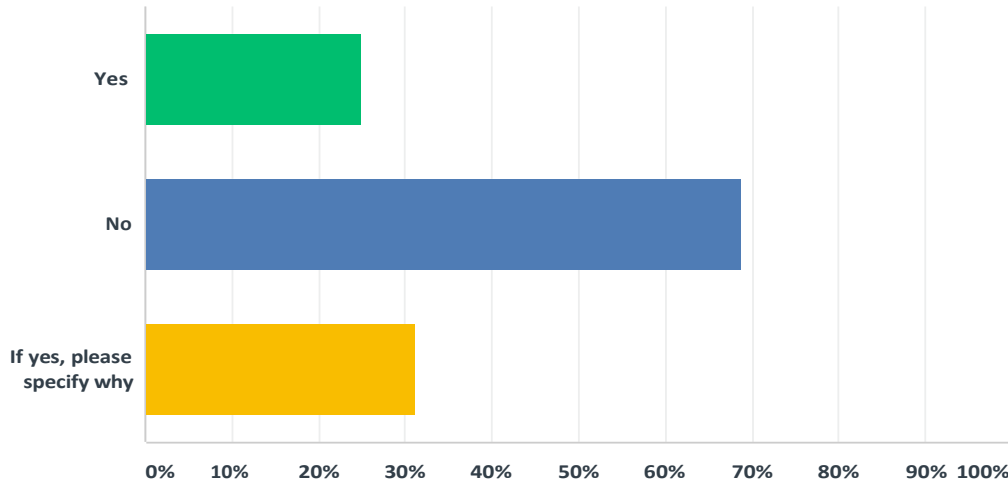
**Lisa Featherstone**  
**Deputy Director of Business Delivery**  
**May 2018**

## Appendix 1: Proposed Strategic Objectives 2018/19

1. To **encourage people** so that they want to, and do, take responsibility for their own health and well-being.
2. To **drive** and support **system wide transformation** in priority areas
3. To **commission joined-up health and social care** for people in Bury through a Single Commissioning Framework
4. To **achieve financial sustainability** for the Bury health and social care economy
5. To **support the Locality Care Alliance** to deliver high quality services in line with commissioner intentions
6. To be a **high-performing, well-run and respected** organisation with an **empowered** workforce

**Strategic Objective 1**  
**Q1 Do you have any feedback on this proposed objective?**

Answered: 16 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	25.00% 4
No	68.75% 11
If yes, please specify why	31.25% 5
Total Respondents: 16	

#	IF YES, PLEASE SPECIFY WHY
1	I fully agree with the above, but being a carer for my 82 year old mum, I understand how difficult this maybe for her. She does not have access to the internet and would find it difficult to obtain information when visiting the doctors due to her disabilities. As I work for the CCG, I become aware of changes within the health system, but know my mum does not receive this information via any other means. We need to look at how we inform the elderly, who are, to some extent fairly housebound but do not have any carers coming in or regular contact with health care professionals.
2	Nationally mandated
3	I like the sentiment of this objective, however the wording isn't bold enough- are we not empowering people to take responsibility?
4	Clinicians also need training on how to encourage people to self care
5	It is the only way to make the NHS affordable

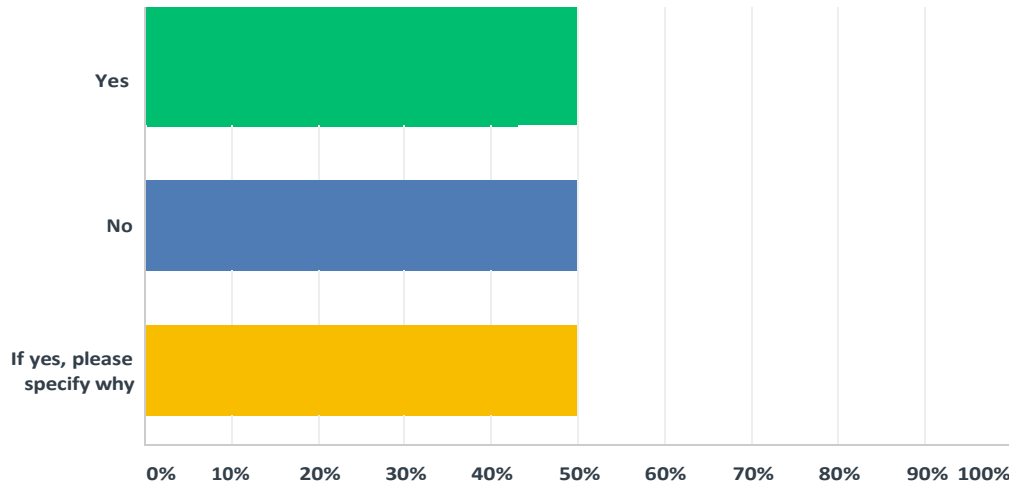
Strategic Objective 1  
**Q2 What do you think the risks are to delivering the objective?**

Answered: 14 Skipped: 3

#	RESPONSES	DATE
1	People are already encouraged through a variety of media and opportunities to do this, yet fail to do so. What will be different about this approach?	
2	Communication/funding/elderly	
3	Health promotion campaigns and how to reach the targeted audience.	
4	Ability when multiple co-morbidities, and both health and IT literacy and access. As the majority of patients with multiple co-morbidities and frailty are very elderly, most would struggle to understand and keep updated - need to ensure resources for this cohort.	
5	?	
6	The risk with any of these objectives is ensuring that any work undertaken is mapped to the objectives- not just as a tick box on the official paper work	
7	Consistent approach to self care and resource made available to enable the agenda	5/10/2018 9:07 PM
8	Variable application, both inter Bury and across GM, which can create inequity	5/10/2018 5:38 PM
9	i think its a potential risk that	5/10/2018 4:11 PM
10	This requires a social movement campaign, do we have the tools/skills to deliver this	5/10/2018 4:03 PM
11	The extent to which we can influence peoples behaviour	
12	how do we support the population to engage? we need to invest in opportunities to change lifestyles, maybe give access to dieting clubs, walking clubs, etc	
13	If we mis-communicate people may push back, essential to get them on board with a positive message	
14	What metrics would be used to show we have achieved this very vague	

**Strategic Objective 2**  
**Q3 Do you have any feedback on this proposed objective?**

Answered: 14 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	42.86%	6
N	50.00%	7
o	50.00%	7
If yes, please specify why		
Total Respondents: 14		

#	IF YES, PLEASE SPECIFY WHY
1	What are the priority areas?
2	Unsure of what the priority areas are. Is this based on locality or groups i.e children, elderly etc, so can't really comment further
3	Nationally mandated
4	Are the priority areas defined. Is this not about being the system leaders the wording of the sounds non-committal
5	transformation absolutely necessary - but important to define priority areas - these should not be "easy" priorities - and we need to look at the longterm 'forward' view
6	Its ok to say this but then reality is your still doing a full time day job
7	how will we define priority areas, will the public be asked for their views



## Strategic Objective 2

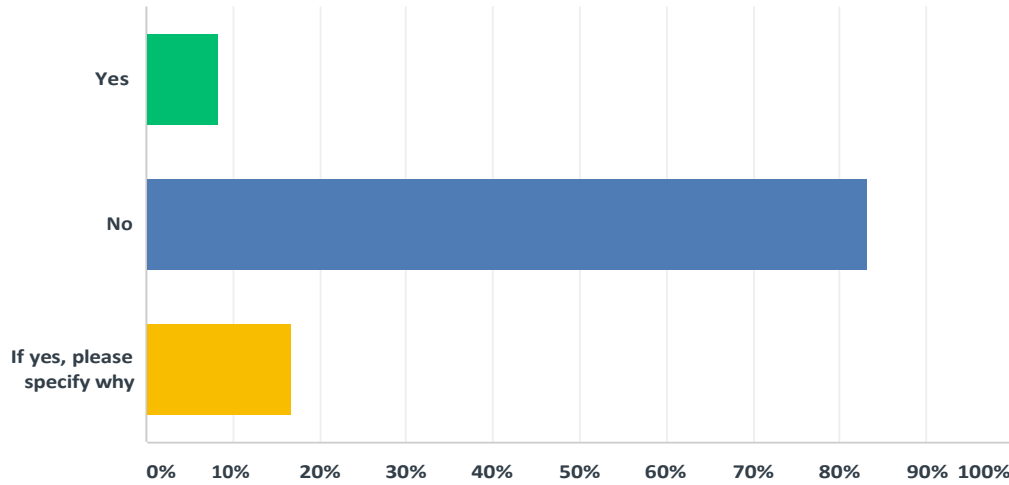
### Q4 What do you think the risks are to delivering the objective?

Answered: 6 Skipped: 11

#	RESPONSES
1	As demonstrated by the current transformation work, and by personal experience of driving change, the way the system is structured makes it very difficult to engender any change and in the transformation plan, one year funding does not allow for longer term change. Relationships need to be significantly improved to allow new ways of working to be tried.
2	Shrinking budgets for both Bury MBC and Bury CCG - shrinking pot with more National and GM must dos - there is a risk that we respond to who shouts the loudest, and not where real need lies.
3	patching up the problems we face now without focusing on where we want to be in 5 years time
4	Capacity
5	It is complex and difficult to do
6	Priority areas need to be agreed ahead of time so that monies and staffing are in place for the 18/19 financial year.

**Strategic Objective 3**  
**Q5 Do you have any feedback on this proposed objective?**

Answered: 12 Skipped: 5



ANSWER CHOICES	RESPONSES
Yes	8.33% 1
No	83.33% 10
If yes, please specify why	16.67% 2
Total Respondents: 12	

#	IF YES, PLEASE SPECIFY WHY
1	I don't understand enough about the Single Commissioning Framework and the view to comment - is this combined budgets and prioritisation?
2	ensure health and social care are fit for purpose before commissioning service that currently is not being delivered with quality -driven outcomes in mind - ie get own houses in order before creating a joined-up service - one may pull the other down

### Strategic Objective 3

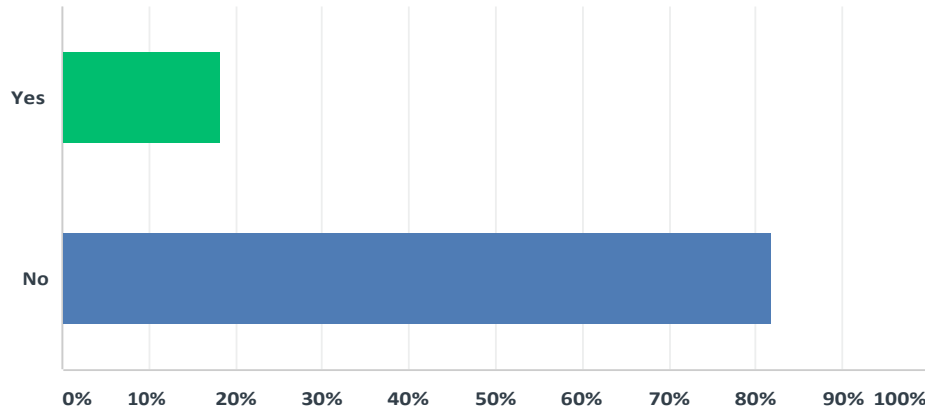
#### Q6 What do you think the risks are to delivering the objective?

Answered: 7 Skipped: 10

#	RESPONSES
1	Working in collaboration ensuring everyone is working together toward the same goals. New ways of working.
2	Transparency and political drivers
3	as above - a joined up service with different quality outcomes poor leadership
4	The capacity and willingness to change what we do and work differently
5	The current CCG and council senior teams
6	there will need to be agreement on values across the LA and the CCG and potentially a change in culture, there will need to be a recognition of the strengths each bring
7	Progress needs to be made in a timely manner. Is this objective saying we will have a Single Commissioning Framework by the end of the 18/19 financial year?

Strategic Objective 4  
**Q7 Do you have any feedback on this proposed objective?**

Answered: 11 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	18.18%	2
No	81.82%	9
Total Respondents: 11		

#	IF YES, PLEASE SPECIFY WHY
1	Nationally mandated
2	I
3	essential

## Strategic Objective 4

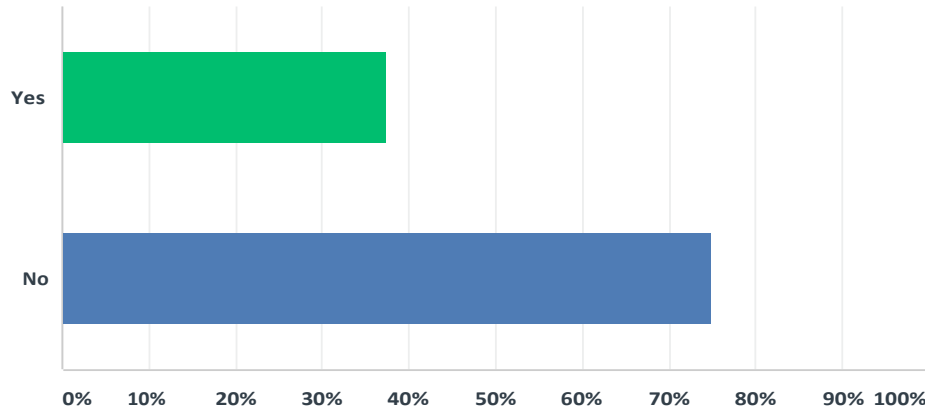
### Q8 What do you think the risks are to delivering the objective?

Answered: 5 Skipped: 12

#	RESPONSES
1	Too many priorities - push Nationally and via GM to invest where monies are shrinking. As both Bury MBC and Bury CCG have reduced budgets there is little opportunity to increase investment. Concerns that Political priorities will win the day and not clear need.
2	change requires investment - so financial sustainability should be measured after 3- 5 years
3	continued demand from an increasingly frail population and a lack of care home beds and domiciliary care to support people at home
4	people just seeing it as cuts rather than essential to maintain important services
5	Metrics - how will we monitor this. Unforeseen circumstances may affect this

**Strategic Objective 5**  
**Q9 Do you have any feedback on this proposed objective?**

Answered: 8 Skipped: 9



ANSWER CHOICES	RESPONSES
Yes	37.50% 3
No	75.00% 6

Total Respondents: 8

#	IF YES, PLEASE SPECIFY WHY
1	LCO is under-developed. This is adding pressure to the existing mechanisms within the CCG. Need this to be moved forward at pace.
2	now called the LCA

## Strategic Objective 5

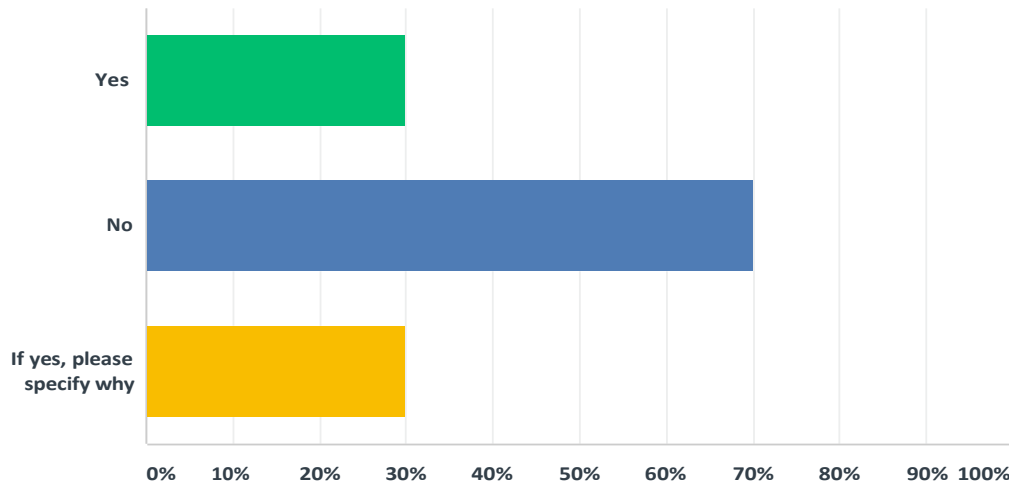
### Q10 What do you think the risks are to delivering the objective?

Answered: 3 Skipped: 14

#	RESPONSES
1	LCO partners are busy trying to stabilise their services, which takes considerable resource - is there resource in the system to support this rapid roll out.
2	Clarity will be needed around the roles and responsibilities of the different organisations
3	If the LCO cannot show they are able to work in the current alliance arrangement then commissioners go someplace else

Strategic Objective 6  
**Q11 Do you have any feedback on this proposed objective?**

Answered: 10 Skipped: 7



ANSWER CHOICES	RESPONSES
Yes	30.00% 3
No	70.00% 7
If yes, please specify why	30.00% 3

If yes, please specify why

Total Respondents: 10

#	IF YES, PLEASE SPECIFY WHY
1	Need more planning - we are too reactive.
2	It is an excellent ambition, but must be specifically measurable. How do you measure an empowered workforce? How do you measure respect? Does 'high performing' just relate to NHSE assurance?
3	I don't feel the CCG empower or support the workforce to be high



## Strategic Objective 6

### Q12 What do you think the risks are to delivering the objective?

Answered: 3 Skipped: 14

#	RESPONSES
1	Resource and potential staff burn out as daily competing priorities. Need to take time for reviewing what we are doing to prioritise
2	This requires a significant culture change in the way the organisation is lead. This will only be achieved with a true commitment from the executive to give staff the autonomy needed to excel
3	we lose workforce before the game starts!

**Q13 Do you have any alternative or additional objectives to put forward?  
If so, please use the space below**

Answered: 3 Skipped: 14

#	RESPONSES
1	All very sensible or mandated objectives, but concerns that there is enough resource in the system to deliver
2	We need a complete analysis of our current workforce, services and skillmix so we can determine what we have now so we can plan for the future. COMMUNICATION - we need a better system to allow easy contact
3	To place equal priority upon safety and quality of provision for Bury residents despite the financially challenging environment.