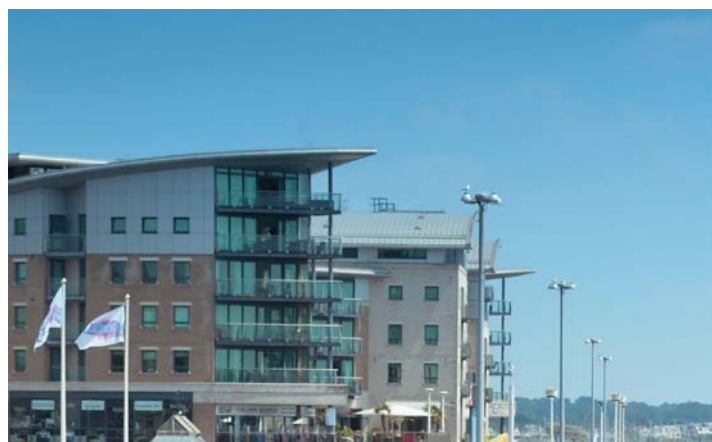
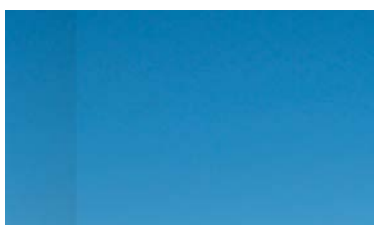


Commissioning Support Services

Annual Report 2016/17



FOREWORD

I am delighted to share with you our 2016/17 Annual Report for Commissioning Support Services. Our fourth year has seen notable progress made by the service in helping NHS Dorset Clinical Commissioning Group (CCG) achieve its mission, aims and values in supporting people to lead healthier lives.

We have seen many changes both within the commissioning support service and the CCG. We have shown how by having an internal service we can adapt quickly and respond to the changing needs of the CCG. Notably, after having worked closely with NHS England, taking on fully delegated primary care commissioning on 1 April 2016 and the reorganisation of the primary care team to accommodate this.

There was also a huge wealth of work and partnership that went into the successful public consultations on the Clinical Services Review and Mental Health Acute Care Pathway Review with staff from all directorates taking part to support this.

As a service we have continued to maintain quality and outcomes during this period whilst also supporting this huge transformational change programme. In doing this we continue to support the CCG in delivering high quality and safe services for patients.

This report summarises other key achievements and results from this year's Commissioning Support Services (CSS) key performance indicator dashboard, CSS staff survey and financial running costs for the year.

For the future, the CCG has an ambitious five-year plan for radically transforming health and care in Dorset to achieve better health outcomes for local people, with higher quality care that is financially sustainable. We already have a successful track record and strong commitment to collaborative working across our health and care organisations and I trust this will continue to support the CCG in its aims.

I would also thank everyone working with and within commissioning support services for their dedication and hard work through a year which has seen us constantly change to keep pace with the transformation of NHS services.



Tim Goodson
Chief Officer
NHS Dorset Clinical Commissioning Group

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INTRODUCTION

In 2013 as part of the NHS reforms NHS Dorset CCG took the strategic decision to have its commissioning support services integrated within the CCG and the rationale behind this model of support still stands today.

Through the personal dedication of our staff we have continued to deliver as an organisation. We have proved ourselves as both successful in delivering excellent support enhanced by our local knowledge and previously established effective working relationships across the health community in Dorset and as a cost effective organisation.

The following pages demonstrate how we have developed and improved as a support service over the last 12 months, listened to feedback and views which has led to changes in established working practices. We also continue to learn as an organisation.

We have included results from the 2016 staff survey and CSS performance dashboard and will use these to inform areas for development during 2017/18. This will be another challenging year where we will be aligning our support services to support delivery of the CCG's priorities as set out in our system-wide Sustainability and Transformation Plan (STP).

We hope that this report is informative and useful in demonstrating how far we have come in the last year and where we see potential areas for development and change during 2017/18.

PERFORMANCE SUMMARY

There are many achievements to note within our fourth year of operation within our directorates which has made a real difference to the health of the population of Dorset. Some particular points to note in relation to the CSS's performance over the last 12 months are that:

- we continue to grow and develop to take on the challenges of fully delegated authority for primary care commissioning from NHS England. This has included challenges in terms of unsustainability of some practices to which the team has responded by supporting practices to achieve several mergers this year; launching a primary care support offer to GP practices;
- the previously unassessed periods of care (PUPOC) project was completed by 31 December 2016, within the timeframe set by NHS England. The Continuing Healthcare team are also well positioned to meet any new demands that may be requested over the coming year following this project;
- two large public consultations were successfully undertaken and concluded. With about a quarter of the workforce supporting and participating in these led by the engagement and communications team. Both consultations involved high levels of public engagement and resulted in good response rates from members of the public and our key stakeholders. These were:
 - * the mental health review: a targeted consultation regarding proposals to improve services for people who experience serious mental illness;
 - * the clinical services review: on far-reaching proposals to make changes to both acute hospitals and services in the community.



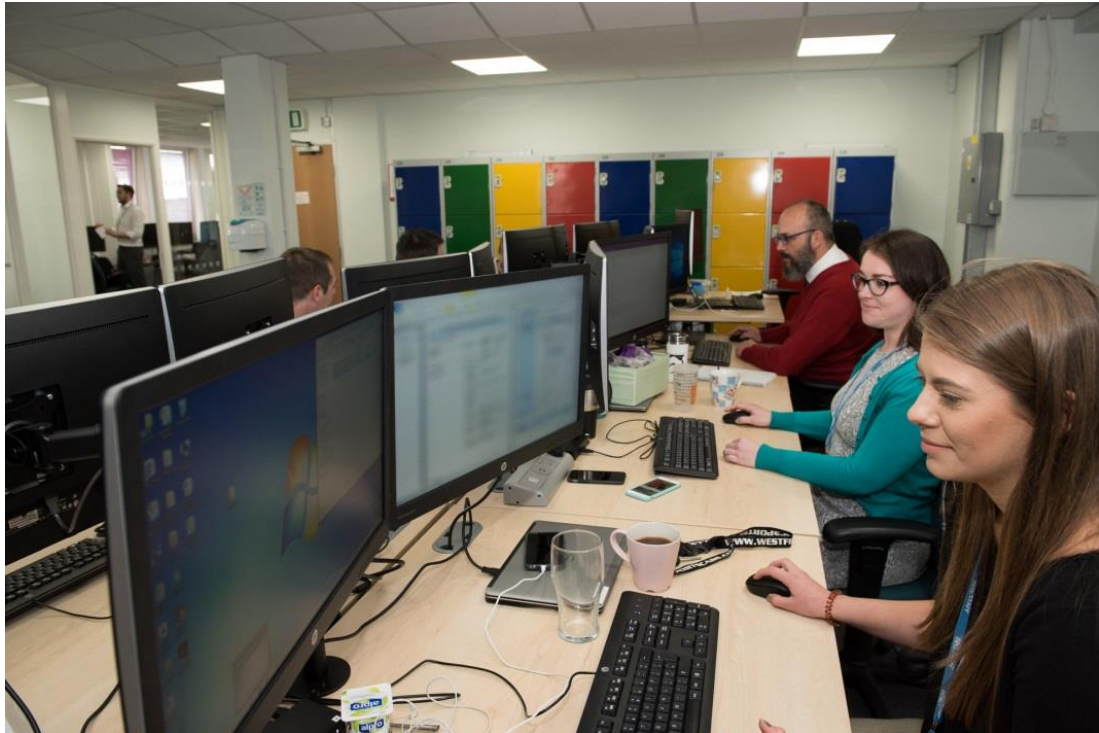
Engagement and Communications Team members

- the IT team made possible increased flexible and mobile working by the issue of laptops and new mobile phones, installed double monitors where needed and enabled the use of Skype to help reduce costs and to enable more flexible working for staff in line with the 'New Ways of Working' initiative;
- work has been undertaken towards a new telephone system which will enable the CCG to reduce revenue costs. Improved features and functionality for staff that fully support the CCG's strategy to enable staff to work from any location;



IT support desk new office environment

- we were successful in becoming an 'early adopter' site to test maternity services for the future. It's one of seven STPs who will receive a share of up to £8m over the next two years;
- following a nomination for a Health Business Award for an End of Life Dementia training for health and social care initiative. Dr Paul French and Jane Austin attended a ceremony in London on 29 November 2016 and received a commendation as recognition of the project and the outcomes achieved;
- November 2016 saw the fourth Annual Care Home conference. With 130 care home managers, staff and providers gathered for a programme of presentations and workshops, sharing best practice, interactive sessions and feedback that is used to help shape future work;



New office space for Design and Transformation Directorate

- new office space has been redesigned to provide a flexible space for the design and transformation team to work within;
- supported by a successful bid to the NHSE Technology Transformation Fund, we are currently planning a project to integrate Telehealth and Telecare services for people at risk of hospital admission and the provision of online self-management support, information and advice as an alternative to attending cardiac and pulmonary rehab and as part of new community diabetes mode;
- the workforce team and the engagement and communications team were shortlisted for Thames Valley Leadership Academy Recognition Awards for 'NHS living the values' and 'leading for service improvement and innovation' respectively;
- we were in the top 15 for best practice examples in 2015/16 across England for sustainability reporting in its annual report nationally by the Sustainable Development Unit;
- as part of the financial year end process significant elements were realised for the CCG as a whole:
 - * gaining a revenue surplus target of £17,698k for 2016/17, together with a 1% system risk reserve of £11,107k, as directed by NHS England; making this available for reinvestment;
 - * actual running costs for 2016/17 were £21.41 per head of population.

	Programme 2016/17 £'000	Running Costs 2016/17 £'000	TOTAL 2016/17 £'000
Total net operating costs for the financial year	1,116,026	16,311	1,132,337
Revenue resource limit	1,144,309	16,833	1,161,142
Revenue surplus	28,283	522	28,805

Table 1: Programme and running costs for the CCG as a whole

Our priorities for 2017/18 will focus on our programmes as set out in the CCG's Annual Operating Plan 2017-19 and are:

- prevention at scale;
- integrated community and primary care services;
- one acute network;
- leading and working differently;
- digitally enabled Dorset.

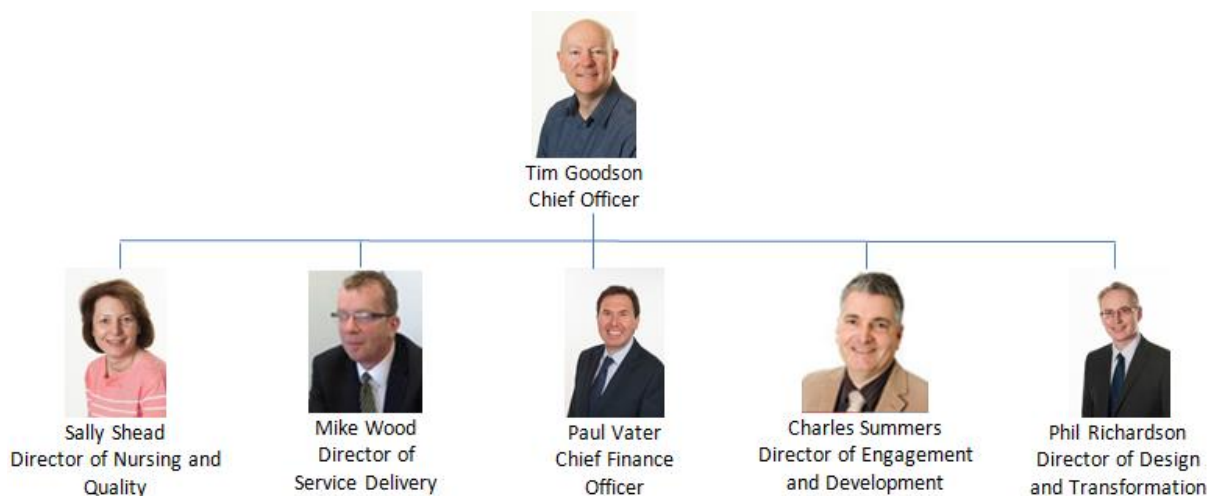
These programmes are inter-related, and will be delivered within the health and social care system's shared Sustainability and Transformation Plan and in partnership across the health community in Dorset through partnership programmes.

The commissioning cycle



The commissioning cycle is integral to the way in which we work as a support service and we have made changes to our commissioning support services' assurance process to align more closely to this. Our key performance indicator (KPI) dashboard for 2016/17 is based around the areas of the commissioning cycle which each specific KPI delivers and whether this measures quality or quantity as an output.

We have five directorates each of which is led by an executive director and accountable to the Chief Officer. These directorates are as follows:



SUPPORTING SCHEDULES

KEY PERFORMANCE INDICATORS FOR 2016/17

During 2016/17 Directorates collated their key performance indicators (KPIs) and shared with the Chief Officer. This in turn informed part of the Directors' appraisal. It should be noted that the targets for 2016/17 are challenging and this has been done to help strive for greater excellence. The red self-rated indicators have action plans in place to improve performance.

Some examples of red rated KPIs and mitigating actions are as described below:

- 'satisfaction scores rated as good or higher for staff internal or external training held (attendees/returned forms)' – existing training content will be reviewed and updated in light of narrative feedback, alongside overall feedback scores. This is alongside the completion of a training needs analysis based on outcomes of the appraisals concluded in June 2017. This will ensure the training programme is tailored to the needs of both the CCG and CCG employees;
- 'number of policy review deadline dates outstanding' – three drafted awaiting approval and 3 awaiting internal/external input;
- 'average response time to weekly testing of telecoms equipment, emergency on call bleep' – the need for improvement is being communicated through the quarterly EPRR updates to Directors and in on call coaching sessions.

At 31 March 2017 we had:

- 54% (21) **green rated** as being complete or on target;
- 10% (4) **amber** rated as being slightly behind target;
- 23% (9) **red** rated as being significantly behind target;
- 13% (5) where no target was applicable.

Overall this demonstrates that 30 out of 39 KPIs were on or close to target, or no target was applicable, evidencing the hard work put in throughout the year to achieve as much as we can as a service.

The commissioning support services key performance indicators are aligned with the commissioning cycle which is central to the process for the services we provide with focus on qualitative rather than quantitative indicators.

Continuing Healthcare indicators are currently being developed and will be reported on for 2017/18.

KEY PERFORMANCE INDICATOR PERFORMANCE DASHBOARD

Commissioning Support Services Key Performance Indicator Dashboard 2016/17																			
FUNCTIONAL AREA BY DIRECTORATE	COMMISSIONING CYCLE AREA 1-9	QUANTITY/QUALITY	KEY PERFORMANCE INDICATOR	QTR 1			QTR 2			QTR 3			QTR 4			TARGET	FREQUENCY	ANNUAL SELF ASSESSED RAG	Notes
				Denominator	Number	%	Denominator	Number	%	Denominator	Number	%	Denominator	Number	%				
Finance and Performance																			
Business intelligence	6	Quantity	Counting and coding: Number of coding challenges that have been successful and value (£)	45	£2,187,920		29	£1,796,345		37	£2,287,834		37	£1,858,663		N/A	Quarterly		
Provider and contract management	6	Quantity	Total number of 2016/17 contracts signed: Standard NHS Contracts (clinical services - cumulative)	182	75	41%	181	137	76%	180	169	94%	180	175	97%	100%	Annual	Amber	
Provider and contract management	6	Quantity	Total number of 2016/17 contracts signed prior to service commencement: NHS Contracts for Goods and Services and Grant Agreements (non-clinical - cumulative)	28	26	93%	29	27	93%	35	34	97%	42	41	98%	100%	Annual	Amber	
Provider and contract management	6	Quantity	Total number of 2016/17 contracts safely exited: NHS Contracts for Goods and Services and Grant Agreements (non-clinical - cumulative)	23	23	100%	25	25	100%	28	28	100%	51	51	100%	100%	Annual	Green	
Procurement and market management	5,6	Quantity	Number and value of projects procurement team support (cumulative)	12	£4.5M		17	£4,873,500		17	£5,065,292		23	£13,158,817		N/A	Annual		
Procurement and market management	5,6	Quality	Average time taken from decision to procure to contract signature		30 weeks			8 weeks			16 weeks			9.5 weeks		26 weeks	Quarterly	Green	
Procurement and market management	5,6	Quality	Number of successful procurement challenges	0	0		0	0		0	0		0	0		N/A	Quarterly		
Financial business intelligence	8	Quantity	Finance reporting submitted according to NHS England's timetable	10	10	100%	15	15	100%	18	18	100%	15	15	100%	100%	Monthly	Green	
Core Finance	8	Quality	Number of invoices processed within 30 days as a % of whole	9,000	8,778	98%	7,795	7,634	98%	9,207	9,103	99%	8,293	8,127	98%	95%	Monthly	Green	
Core Finance	8	Quality	Financial Statements draft and final submitted according to NHS England's timetable (cumulative)	2	2	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100%	Annual	Green	
Core Finance	6	Quality	Reconciled and reviewed control accounts	259	259	100%	275	275	100%	296	296	100%	510	509	100%	100%	Monthly	Green	
Quality																			
Quality and patient safety	8	Quantity	Number of unannounced/announced visits to providers carried out (cumulative)		6			12			18			28		24	Annual	Green	
Quality and patient safety	7	Quantity	Number of new risks added to register		9			3			17			4		N/A	Quarterly		
Quality and patient safety	7	Quality	Percentage of risks reviewed within the expected timeframe	39	36	92%	36	36	100%	42	42	100%	36	36	100%	100%	Quarterly	Amber	Improvement made in-year; 100% compliant in Quarters 2, 3 and 4
Quality and patient safety	8	Quantity	Number of GP queries processed (Niggles System)		45			65			45			21		N/A	Quarterly		
Quality and patient safety	8	Quantity	% of Local Safeguarding Childrens and Adults Boards attended	4	4	100%	4	4	100%	4	4	100%	4	4	100%	100%	Quarterly	Green	
Quality and patient safety	8	Quality	Number of monitoring visits undertaken to independent providers (Care Homes, Domiciliary Care Services etc)		65			59			61			72		40	Quarterly	Green	
Quality and patient safety	8	Quality	Number of policy review deadline dates outstanding		14			11			1			5		0	Quarterly	Red	At the end of Quarter 4 all policies had been drafted and were awaiting formal approval.
Customer Care	8,9	Quality	% of complaints acknowledged within three working days of receipt by customer care	63	62	98%	41	40	98%	36	36	100%	43	43	100%	100%	Quarterly	Red	Delays in responding were due to involvement of external organisations and some complex investigations.
Customer Care	8,9	Quality	Number of complaints closed within 25 working day period	63	57	90%	41	33	80%	36	33	92%	43	41	95%	100%	Quarterly	Red	Three responses delayed as requested from external providers. Working with providers to improve response rate.
Customer Care	8,9	Quality	% of 'feedback' queries responded to within 20 working day period	168	168	100%	216	216	100%	198	198	100%	503	503	100%	100%	Quarterly	Green	
Customer Care	8,9	Quality	% of MP letters closed within a 25 working day period	8	8	100%	17	15	88%	12	12	100%	21	20	96%	100%	Quarterly	Red	Two responses delayed as waiting responses from external provider.
Quality and patient safety	7,8	Quantity	% of quality team representations at contract review meetings	11	11	100%	12	12	100%	9	9	100%	12	12	100%	100%	Quarterly	Green	
Medicines management	9	Quantity	Number of newsletters issued to prescribers around policy and legislation (cumulative)		3			5			7			10		10	Annual	Green	
Medicines management	9	Quality	Percentage of GP prescribing visits undertaken (cumulative)		15			77			95			118		99	Annual	Green	
Medicines management	8	Quality	% of NICE guideline/technology appraisals with a commissioning statement within three months of release	4	4	100%	3	3	100%	4	4	100%	1	1	100%	100%	Quarterly	Green	
Information Governance	9	Quality	% of Freedom of Information requests responded to within timescale	82	79	96%	84	78	93%	82	72	88%	91	80	88%	100%	Quarterly	Red	Delays due to late responses from Directorates, Working with Directorates to improve response rates.
Information Governance	9	Quality	% of Data Protection Act and Access to Health Records requests responded to	6	6	100%	3	3	100%	4	4	100%	2	2	100%	100%	Quarterly	Green	
Continuing healthcare	5	Quantity	% of personal health budgets taken up (domiciliary, cumulative)	220	105	48%	220	109	50%	220	111	50%	220	115	52%	50%	Annual	Green	

Commissioning Support Services Key Performance Indicator Dashboard 2016/17

FUNCTIONAL AREA BY DIRECTORATE	COMMISSIONING CYCLE AREA 1-9	QUANTITY/ QUALITY	KEY PERFORMANCE INDICATOR	QTR 1			QTR 2			QTR 3			QTR 4			TARGET	FREQUENCY	ANNUAL SELF ASSESSED RAG	Notes
				Denominator	Number	%	Denominator	Number	%	Denominator	Number	%	Denominator	Number	%				
Service Delivery																			
Resilience (EPRR)	8	Quantity	Number of Emergency Planning Resilience and Response exercises: table top and communications (cumulative)		1			2			4			6		6	Annual	Green	
Resilience (EPRR)	8	Quality	Average response time to weekly testing of telecoms equipment, emergency on call bleep		10.92			3.75			46.25			1.75		<5 mins	Quarterly	Red	The need for improvement is being communicated though the quarterly EPRR updates to Directors and in on call coaching sessions
Engagement and Development																			
Engagement and Communication	9	Quality	Satisfaction scores for all engagement events rated as met or exceeded expectations, good or excellent (attendees/returned forms)	132	89	67%	67	53	79%	0	0	0%	51	44	86%	75%	Quarterly	Amber	No evaluated public events held in 3rd quarter
Engagement and Communication	9	Quantity	Increase in the number of Flexible Friends (cumulative) (number of staff vs staff signed up)	307	98	32%	322	100	31%	329	105	32%	333	106	32%	40% of staff	Annual	Red	Headcount changes each quarter and some staff who were flexible friends have left.
Engagement and Communication	9	Quantity	% increase in the number of HIN members (cumulative)	3965	4093	3%	3965	4154	8%	3965	4203	14%	3965	4287	22%	10%	Annual	Green	
Organisational development	8	Quality	% of workforce score card areas reported as in line with both national and local benchmarks (Absence/turnover/vacancy/mandatory training compliance/appraisal completion) - (cumulative)	5	3	60%	5	3	60%	5	4	80%	5	4	80%	80%	Annual	Green	
Organisational development	8	Quality	Satisfaction scores rated as good or higher for staff internal training held (attendees/returned forms)	105	84	99%	9	8	33%	93	62	100%	143	53	67%	85%	Quarterly	Red	Training content being reviewed and training needs analysis undertaken following appraisals.
Organisational development	8	Quality	Satisfaction scores rated as good or higher for staff external training held (attendees/returned forms)	80	49	58%	78	37	100%	49	16	32%	69	22	100%	85%	Quarterly	Red	Training content being reviewed and training needs analysis undertaken following appraisals.
Design and Transformation																			
IM&T	8	Quantity	Number of GP practice sites wi-fi enabled via GP wi-fi project			100%			100%			100%			100%	100%	Annual	Green	
IM&T	8	Quality	Continuous availability of email during core business hours (8.30-5.30)			99.55%			99.55%			99.55%			99.55%	95%	Quarterly	Green	

KEY

RAG

Complete or on target to deliver
Slightly behind target
Significantly behind target
No data for analysis/no target set

Commissioning Cycle Area

Health Needs Assessment	1
Prioritisation and work plan development	2
Current service review	3
Service redesign and planning	4
Securing the services	5
Contracting and mobilisation	6
Manage performance and demand	7
Manage quality and outcomes	8
Stakeholder engagement and communications	9

STAFF SURVEY UNDERTAKEN IN 2016

All commissioning support services staff were invited by the Care Quality Commission to take part in the 2016 NHS Staff Survey. 89.7% of staff shared their views which was an increase from 2015 and 2014 which were 78% and 73% respectively.

A summary of our results can be divided between the positive increases in responses such as:

- 99% of staff received mandatory training the last 12 months;
- 95% of staff received an appraisal in the last 12 months;
- 95% of staff reported that they did not work any additional paid hours per week over and above their contracted hours;
- 92% of staff reported that they know how to report unsafe clinical practice;
- 100% of staff reported they had not experienced physical violence from managers or colleagues.

The results also highlighted areas where improvement was needed, such as:

- 80% of staff reported they were unsure if their appraisal had helped them improve how to do their job;
- 64% of staff reported no definite clear work objectives were agreed during their appraisal;
- 74% of staff reported their appraisal did not definitely leave them feeling valued.

In response to some of the concerns highlighted in the staff survey, four staff survey discussion groups were arranged in May which provided staff with the opportunity to have their say in response to the Staff Survey results. We asked staff to review the results before attending the discussion groups so the sessions could focus on actions and solutions to the development areas. The feedback from these sessions is being collated and reviewed by Directors after which an action plan will be published.

The new “The Way we Work” initiative was launched and all managers were encouraged to talk to their teams and consider whether there is a new way of working which they could trial during April 2017. Feedback from these trials will build on hints, tips, lessons learned, how-to guides and case studies as an on-going resource. To support with this, two drop-in sessions were arranged during which anyone could come along and have an informal chat.

RUNNING COSTS

Directorate	£	Total £ per Capita	%
Corporate Office	1,228,200	£ 1.61	7.53%
GP Locality Chairs and Deputies	488,768	£ 0.64	3.00%
NURSING and QUALITY	3,427,250	£ 4.50	21.01%
Information Governance and Customer Care	271,778	£ 0.36	1.67%
Patient Safety and Risk	289,985	£ 0.38	1.78%
Quality Improvement	152,568	£ 0.20	0.94%
Medicines Management	120,117	£ 0.16	0.74%
Childrens CHC	26,385	£ 0.03	0.16%
Continuing Healthcare (CHC/FNC)	2,566,417	£ 3.37	15.73%
SERVICE DELIVERY	3,237,937	£ 4.25	19.85%
Mental Health	403,732	£ 0.53	2.48%
Long Term Conditions and Better Together (Including End of Life Care)	427,741	£ 0.56	2.62%
Planned and Specialist Services (Including Cancer)	342,817	£ 0.45	2.10%
Primary Care Team	822,708	£ 1.08	5.04%
Choose and Book Support team	129,326	£ 0.17	0.79%
Individual Patient Treatment (IPT)	122,426	£ 0.16	0.75%
Urgent and Emergency Care / System Resilience	630,516	£ 0.83	3.87%
Maternity and Paediatrics	358,671	£ 0.47	2.20%
FINANCE AND PERFORMANCE	2,074,761	£ 2.72	12.72%
Finance, Procurement and Contracting	1,323,536	£ 1.74	8.11%
Contracting and Procurement	453,854	£ 0.60	2.78%
Financial Accounts	283,430	£ 0.37	1.74%
Management Accounts, Financial Planning and Primary Care Finance	508,406	£ 0.67	3.12%
Projects	77,846	£ 0.10	0.48%
Performance and Business Intelligence	751,225	£ 0.99	4.61%
Business and Performance Intelligence	751,225	£ 0.99	4.61%
ENGAGEMENT AND DEVELOPMENT	978,506	£ 1.28	6.00%
Engagement and Communications	322,284	£ 0.42	1.98%
Assurance and Engagement	192,424	£ 0.25	1.18%
Workforce and Engagement	250,688	£ 0.33	1.54%
Deputy Engagement and Development	130,676	£ 0.17	0.80%
Facilities	82,434	£ 0.11	0.51%

Directorate	£	Total £ per Capita	%
DESIGN AND TRANSFORMATION	1,240,414	£ 1.63	7.60%
CCG IM&T Team	457,590	£ 0.60	2.81%
Design and Transformation	782,824	£ 1.03	4.80%
CCG HQ IM&T revenue hardware and software	847,871	£ 1.11	5.20%
NHS Property Services (HQ Buildings)	846,913	£ 1.11	5.19%
Dorset CCG corporate non pay	1,940,380	£ 2.55	11.90%
SUBTOTAL - Actual expenditure	£ 16,311,000	£ 21.41	100%
Contribution to NHS Dorset CCG control total delivery	522,000		
TOTAL - NHS England Allocation 2016-17	£ 16,833,000		
Note: Executive Directors are included within Corporate Office, Deputy Directors have been apportioned using staff costs as allocation driver/methodology			

- The actual costs for running costs was reported as £16,311k giving a cost per head for 2016/17 of £21.41 (based on the NHS England ONS figure used (761,988));
- The above figures relate to the CCG as a whole.

NEXT STEPS

The contents of this report will be a valuable asset to us in helping to inform the further development of the commissioning support services we provide during 2017/18.

Over the next year we will be focussing on key areas of development as a service, such as:

- system working on delivery of the joint collaborative agreement;
- developing an accountable care system approach which is an 'evolved' version of an STP working as a locally integrated health system;
- implementing the next phase of the Clinical Services Review following the consultation outcome;
- continuing with the transformation of primary care;
- taking forward new working practices to provide the CCG with better value for money, such as flexible working and system-wide working across Dorset.

We will also be aiming to continually improve the work experience, looking to build on the work undertaken in 2016/17 and taking forward initiatives based on the outcomes of the staff survey.

WHO TO CONTACT FOR FURTHER INFORMATION

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