Introduction to the Emerging Clinical Commissioning Group Diagnostic Tool

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Overview, Approach and Purpose

Overview

The diagnostic tool is a developmental, interactive self-assessment tool to allow emerging clinical commissioning groups (CCGs) to understand and reflect upon their:

- values
- culture
- behaviours
- wider organisational health

It will encourage the leadership teams of emerging CCGs to begin conversations about:

- the roles and responsibilities which will be expected of them as statutory bodies

- their readiness to take these on

Purpose

The tool supports emerging CCGs to focus on delivering tangible benefits to their patients, the wider community and the health system overall by:

- stimulating discussion within CCG leadership teams about the skills and capabilities required of commissioners

- providing insight into areas where there may have gaps in knowledge or capability

- helping to identify priority development areas

Overview

What?

A development tool to be used pre-authorisation

With the ability to provide a quick overview and then more detail if required

Who?

Used and owned by the leadership team of emerging CCGs to stimulate thinking and dialogue as part of the development process

Why?

Helps emerging CCGs to accelerate transition and become more efficient commissioners
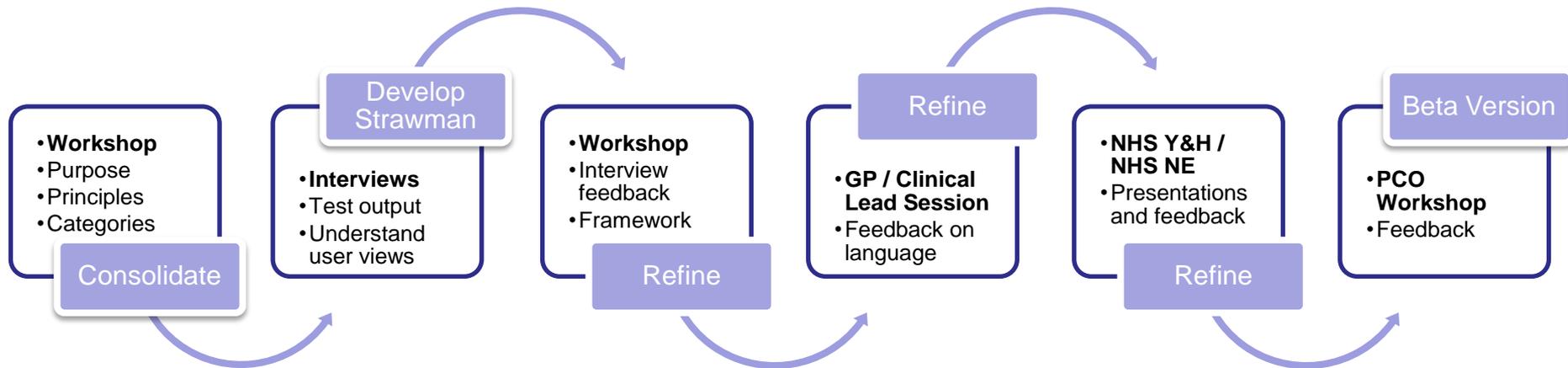
Provides genuine insight and identifies unknowns

How?

A self-assessment tool that can be used more than once

360 degree feedback and/or peer challenge is optional

Approach to the Design of the Tool

The tool's content and structure has been co-design with Pathfinders, PCOs, PCTs and SHAs through a series of events and clinical interviews

Consolidate

- **Workshop**
- Purpose
- Principles
- Categories

Develop Strawman

- **Interviews**
- Test output
- Understand user views

Refine

- **Workshop**
- Interview feedback
- Framework

Refine

- **GP / Clinical Lead Session**
- Feedback on language

Refine

- **NHS Y&H / NHS NE**
- Presentations and feedback

Beta Version

- **PCO Workshop**
- Feedback

The Beta version was further tested with emerging CCGs in NHS South East Coast and NHS East Midlands
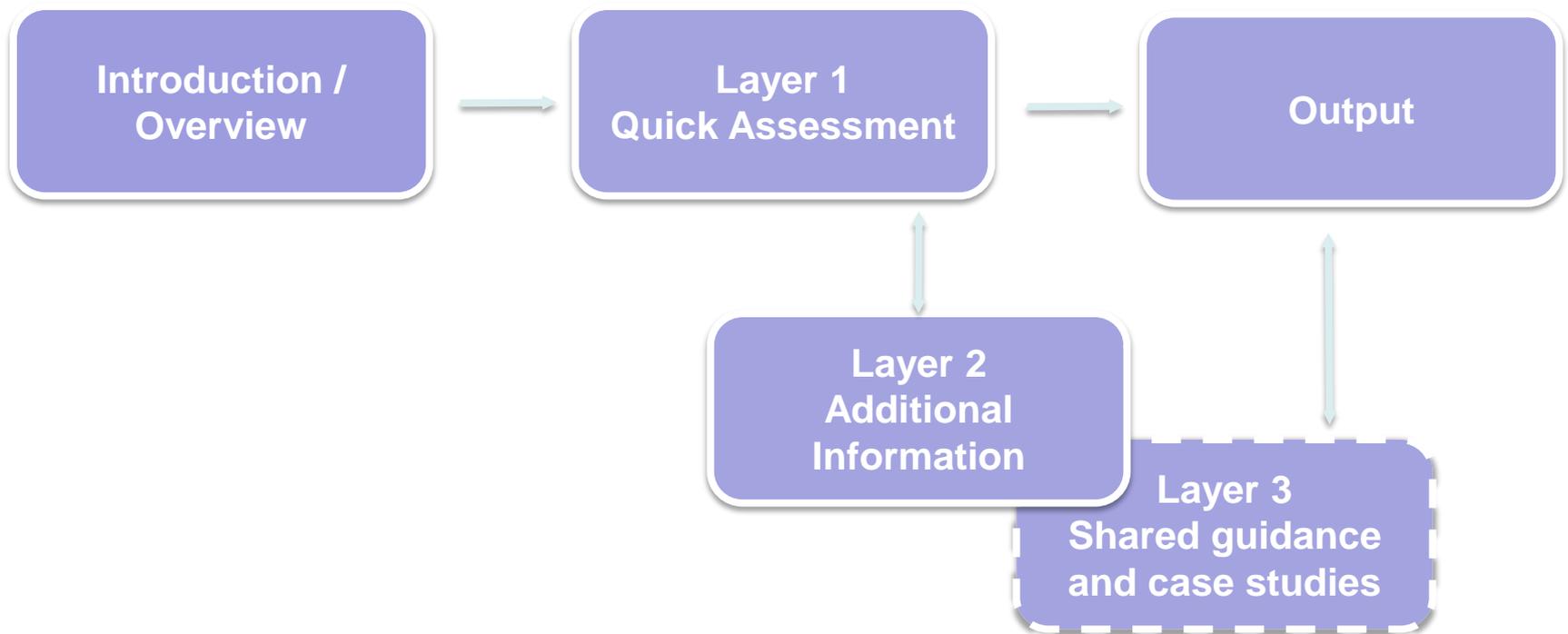
Diagnostic Development Tool Structure

Structure of the Tool

During the events and interviews participants asked for a tool that:

- Shows a clear journey and reflects the purpose of clinical commissioning
- Supports authorisation but not part of the authorisation process
- Has layers of information to reflect various stages of CCG development
    - A quick assessment to help define areas for further exploration
    - Additional information that could be accessed to further stimulate thinking
    - Sharing of what good looks like through case studies could provide additional insight
  - Is used by leadership team together – 'how' is part of the development
  - Has 360 degree feedback and peer review as optional at this stage

Structure of the Tool

Based on the co-design work a structure for the tool was designed

Structure of the Tool

The self assessment element of the tool has about 30 statements categorised under 6 topics:

- Clinical focus and added value
- Engagement with patients and communities
- Clear and credible plan
- Capacity and capability
- Collaborative arrangements
- Leadership capacity and capability

It includes some of the key areas which are likely to be required for authorisation and also provides insight into how emerging CCGs can create vibrant organisations that can continually improve beyond the point of authorisation

**Layer 1
Quick Assessment**

Structure of the Tool

Layer 2 - provides the opportunity to access further guidance about what good looks like and additional information sources

Layer 2 Additional Information
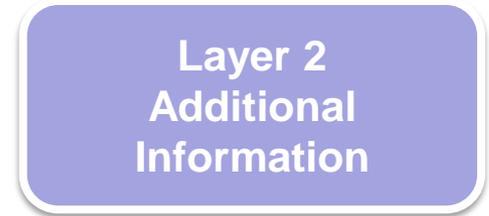
Layer 3 – a web based element to allow for posting of case studies is being explored
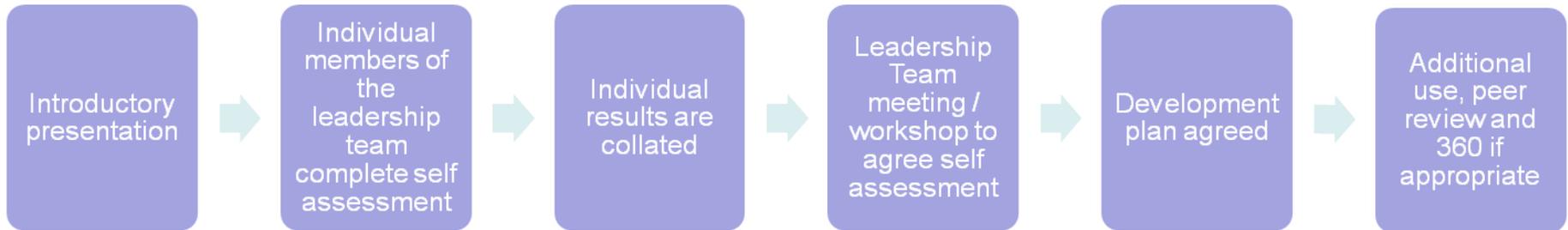
Layer 3 Shared guidance and case studies
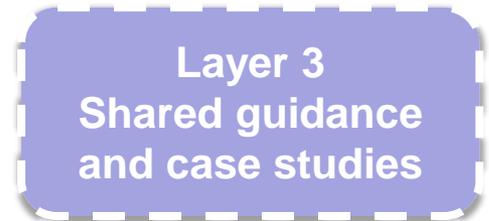
Using the Diagnostic Tool

Using the Diagnostic Tool

Emerging CCGs will be able to decide whether and how to use the tool

The process below provides a framework for usage to consider

| Introductory presentation | → | Individual members of the leadership team complete self assessment | → | Individual results are collated | → | Leadership Team meeting / workshop to agree self assessment | → | Development plan agreed | → | Additional use, peer review and 360 if appropriate |

Using the Diagnostic Tool

Individual members of the leadership team complete self assessment

The first time a CCG Leadership Team uses the tool, each member should complete the tool separately to allow for time to reflect on the statements

It will take approximately an hour and does not have to be completed all at once as results can be saved

Comments and thoughts can be captured in the comment boxes after each statement

The information produced belongs to the CCG, who may choose to share the outputs with others, such as PCT clusters

Using the Diagnostic Tool

Individual results are collated

Someone should be nominated to collate the results.

After each member of the Leadership Team completes the tool their results are sent to the collator

Collation is not an averaging of responses. Instead it focuses on identifying the areas of greatest differences in views within the Leadership Team. There is a template for collation in the tool

Using the Diagnostic Tool

Leadership Team meeting / workshop to agree self assessment

The Leadership Team holds a meeting / workshop to:

- understand why some statements have a wide range of responses (differences in views)
- identify those areas where they feel that the CCG is less advanced
- agree priority development areas

Using the Diagnostic Tool

Development plan agreed

Based on those areas that the Leadership Team identified as less advanced and priority development areas a development plan should be agreed

Using the Diagnostic Tool

The tool can be used again by the Leadership Team in a few months to assess the CCGs progress against the priority development areas

Additional use, peer review and 360 if appropriate

The Leadership Team may choose to focus on the statements relating to the specific development areas and complete the responses as a group

At this stage the Leadership Team may choose to supplement their self assessment with 360 degree feedback from key partners and add further constructive challenge through peer review