

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

UNA O'BRIEN, DEPARTMENT OF HEALTH

Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

She is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money

What we do

The Department of Health (DH) helps people to live better for longer. We lead, shape and fund health and care in England, making sure people have the support, care and treatment they need, with the compassion, respect and dignity they deserve.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Una O'Brien is a member of the Civil Service Board, Senior Leadership Committee, the People Board, and Chair of the CS Talent Board.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants - have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Una O'Brien's specific Objectives for 2015/16 are set out below.

Objectives

1. Strategic priorities – as outlined in the draft Shared Delivery Plan (SDP)

Objective	How will progress be achieved and measured?
<p>1. Ensure that, as Accounting Officer, the Department and the health and care system as a whole live within budget, with expenditure under control, and take actions to assure sustainability into the future. In 2015/16 the priorities are to control the level of provider deficits and maintain performance on core standards.</p>	<ul style="list-style-type: none">• Hold DH's Arm's Length Bodies to account.• Working with the DH Arm's Length Bodies to improve the management of system-wide performance and financial risks.• Improve the approach to winter planning.• Deliver NHS 2015/16 outturn within Departmental Expenditure Limits, whilst effectively overseeing the in-year plan agreed with the Secretary of State for Health and Arm's Length Bodies.• Agree the health budget for this Parliament through the Spending Review process.

<p>2. Ensure that the commitments and priorities of the Secretary of State and his Ministerial team, including 7-day services, are delivered through the National Health Service, public health and social care systems in line with the Shared Delivery Plan, specifically:</p>	
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<p>2.1 Transform out of hospital care: in 2015/16 the priorities are delivering the building blocks for a new deal for GPs, including 7-day services; and meeting existing standards and accelerating the pace of health and social care integration (with Permanent Secretary, Department for Communities and Local Government) towards full local integration by 2020.</p> <p>2.2 Improve care quality and safety in hospitals: in 2015/16 the priorities are taking steps to increase the availability of 7-day services; continuing to improve patient safety; improving choice in end-of-life care; improving access, choice and quality in maternity care; and improving patient power through transparency and choice.</p> <p>2.3 Improve efficiency and productivity: in 2015/16 the priority is to develop a plan regarding the £22bn of efficiency savings.</p>	<ul style="list-style-type: none"> • Deliver the building blocks for a new deal for GPs, including an implementation plan for 7-day services incorporating access to GP appointments and an integrated out of hours service. • Complete the design of a scorecard that enables assessment of progress towards health and social care integration. • Establish NHS Improvement, ensuring effective leadership is in place. • Ensure transfer of patient safety functions into NHS improvement from NHS England, and a safe transition period. • Work with stakeholders to support the successful launch of the independent patient safety investigation service. • Ensure a credible implementation plan is in place to deliver 7-day services so that clinical outcomes are consistent regardless of day of admission. • Develop a fresh strategy for improving maternity care in partnership with DH Arm’s Length Bodies. • Work with the Five Year Forward View Arm’s Length Bodies ¹ to develop a clear, agreed and deliverable plan for achieving £22bn efficiency savings by 2020, including intermediate milestones. • Introduce new financial controls on Trusts. • Develop stronger performance tracking of key metrics across the
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¹ NHS England, the Care Quality Commission, Health Education England, Public Health England, Trust Development Authority and Monitor are the key DH Arm’s Length Body signatories to the Five Year Forward View.

<p>2.4 Improve estates strategic planning in the NHS: in 2015/16 the priority is to drive locally led strategic estates planning, underpinned by clear national objectives and support</p> <p>2.5 Improve services through the use of digital technology, information and transparency: in 2015/16 the priority is to put in place the plans and resources to drive improvements in patient experience and outcomes through digital technology.</p> <p>2.6 Improve prevention and reduce obesity and diabetes: in 2015/16 the priorities are to develop and implement a plan aimed at reducing the rate of childhood obesity; formulate a national</p>	<p>health system to ensure that performance challenges can be identified early.</p> <ul style="list-style-type: none"> • Ensure that NHS England begins implementation of the conclusions of the Urgent and Emergency Care Review. • Support NHS Improvement to develop its capacity to provide stronger improvement support to NHS trusts and Foundation Trusts. • Appoint a national Estates Advisor. • Strengthen governance of NHS Property Services and set clear income goals. • Develop plan for estates disposals and development, including release of space for 26,000 new homes to 2020. • Ensure that every CCG area develops for the first time a local Strategic Estates Plan, supported by the Department, NHSPS and CHP. • Complete a review of governance for national digital technology governance. • Set out and agree funding for a comprehensive digital technology transformation programme. • Be a visible leader on the National Information Board • Take action to resolve data sharing issues • Develop a Childhood Obesity Strategy with clear deliverable actions to achieve, through a combination of regulation, behavioural nudges and voluntary actions. • With NHS England and Public Health England, introduce measures
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<p>diabetes prevention programme; implement a new cancer strategy; and adopt a wider prevention strategy including falls, tobacco, alcohol.</p> <p>2.7 Strengthen international security and increase research, innovation and growth: in 2015/16 the priorities are to grow the life sciences sector to improve health outcomes and increase productivity and growth; deliver the 100,000 genomes programme; create a joint unit with DWP, including a review of getting those with treatable long-term conditions back to work.</p>	<p>to reduce the rate of increase in people with diabetes and improve care for people who have diabetes.</p> <ul style="list-style-type: none"> • Develop a rapid response force of public health specialists who can deploy within 48 hours to investigate a disease outbreak and advise on the appropriate response, thereby helping to mitigate against another outbreak such as Ebola • Launch a vaccines network to promote work on vaccines to help tackle some of the world's most deadly diseases • Take forward the £265m Fleming Fund to strengthen surveillance of drug resistance and support laboratory capacity in developing countries, thereby supporting the WHO's Action Plan on antimicrobial resistance • Establish a Health and Work Unit with Department for Work and Pensions and develop a strategy for meeting the commitment in respect of disabled people in work. • Deliver efficiencies within the research infrastructure to maintain the world leading National Institute of Health Research (NIHR). • Provide challenge and support to Genomics England so that it is well placed to deliver the 100k genomes programme.
<p>3. Ensure that effective action is taken to secure delivery of the further priorities of the Prime Minister including:</p> <p>3.1 Agreeing the delivery plan for the second Dementia Challenge and making progress on current commitments.</p>	<ul style="list-style-type: none"> • Publish an implementation plan for the Dementia Challenge. • Ensure that NHS England takes action towards achieving minimum two-thirds diagnosis rate.

<p>3.2 Developing the Prime Minister's 5 Year Challenge on mental health and ensure delivery of existing priorities.</p>	<ul style="list-style-type: none"> • Launch the Dementia Discovery Fund. • Publish a Challenge document and develop a delivery plan, informed by the Mental Health Taskforce and 'Future in Mind'.
<p>4. Ensure the department delivers against its manifesto commitments</p>	<ul style="list-style-type: none"> • Develop a top-quality Shared Delivery Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.

2. Business Priorities

Objective	How will progress be achieved and measured?
<p>1. Continue to build the capacity of the Department and its people.</p> <p>1.1 Put in place plans to build capability within the Department to meet the challenge of new priorities, through improving:</p> <ul style="list-style-type: none"> • digital capability; • finance and analytical skills; • policy making the Department of Health operating model, including more project-based working. <p>1.2 Improve people management capability with consistent standards and improved performance management.</p>	<ul style="list-style-type: none"> • Establish and embed an Implementation Unit, a Commercial Unit and a Delivery Unit within the Department to enhance delivery across the health and care system. • • Respond to the Spending Review settlement by putting in place a programme of work that enables the Department to deliver better with fewer resources. • • Set out a plan to reduce the size of the DH by at least 25%
<p>2. Embed a culture of continuous learning and improvement within the Department.</p> <p>2.1 Enable staff across the Department of Health to connect with (i) patients, carers, their families and friends, (ii) the health and care delivery system (iii) our Arm's Length Bodies and (ii) the health and</p>	<ul style="list-style-type: none"> • Continue and evolve the success of the staff Connecting Programme, including expansion to technology and Research and Development sectors. • Build capability within the Department, and also in the DH Arm's

<p>care technology and Research and Development sectors.</p>	<p>Length Bodies, to ensure the system is optimised to deliver the Shared Delivery Plan and the Five Year Forward View.</p>
<p>3. Provide direction and coordination for the health and care system. 3.1 Create a common purpose and strategic coordination throughout the health and care system to deliver priorities on core standards, efficiency savings, technology, transforming out of hospital care, improving care quality and safety and prevention</p>	<ul style="list-style-type: none"> • Strengthen governance and accountability to oversee performance and delivery against objectives in the NHS England Mandate, Shared Delivery Plan and Five Year Forward View, in particular Delivery. • Maintain effective sponsorship and balanced accountability arrangements between the Department and its Arm's Length Bodies. • Lead planning for talent management and succession to deliver high quality candidates for Chief Executive, Chair and non-executive roles in the Department's Non-Departmental Public Bodies.
<p>4. Improve the effectiveness of the department and deliver transformational change</p>	<ul style="list-style-type: none"> • Develop digital solutions that meet common standards set by the Government Digital Service and in concert with delivery partners, support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government. • Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020. • Drive up People Survey engagement scores. • Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.

3. Diversity

Objective	How will progress be achieved and measured?
<p>1. Achieve progress on diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p>	<ul style="list-style-type: none"> • Regular and visible engagement with relevant staff network groups from the senior leadership team. • Promote mentoring of staff in under-represented groups and ensure that mentoring is in place for all individuals on Positive Action Pathway programme who want one. • Develop a tailored diversity and inclusion communications and engagement campaign. • Encourage the senior leadership team to review progress on a quarterly basis and take action on issues raised by staff. • In the SCS show an increase the proportion of black and minority ethnic (BAME) and disabled individuals towards at least the civil service average. • In the wider DH workforce maintain current BAME representation at levels above Civil Service average and make progress toward closing the gap between DH and CS average for disabled and LGBT characteristics. • Demonstrate increased participation of disabled individuals in the People Survey. • In the People Survey (inclusion and fair treatment scores), retain comparable performance with Civil Service high performers. • Maintain and increase the percentage representation of disabled, LGBT, and BAME individuals joining the EO/SEO and HEO/SEO cohorts for the Positive Action Pathway during 2015/16.

4. Personal leadership

Objective	How will progress be achieved and measured?
<p>1. Embody the Civil Service Leadership values, by being an inspiring, confident and empowering leader. Personally promote 360 feedback and role modelling, using feedback to develop performance of self and Director General team</p>	<ul style="list-style-type: none"> • Ensure the department and wider health and care system demonstrate pride and passion for public service, models professional excellence and expertise, and rewards innovation and initiative. • Encourage system leaders to be straightforward, truthful and candid, and work effectively as a team. • Empower partners in the system to champion difference and external experience, and invest in capabilities of our organisations. • Measure progress through staff survey results and ad hoc feedback.
<p>2. Develop and implement a Shared Delivery Plan (a comprehensive plan for the health and care system) that creates a golden thread aligning everyone behind a shared vision and priorities – from the Prime Minister and Secretary of State; through the department and its Arm’s Length Bodies; to commissioners, providers and, ultimately, to patients and the wider public.</p>	<ul style="list-style-type: none"> • Share objectives in the Plan with system leaders and measure delivery against these. • Monitor each strand of the Shared Delivery Plan with robust data, seeking improvements where necessary.
<p>3. Chair the Civil Service Talent Board. The Board’s purpose is to ensure that the new Fast Stream and cross-Whitehall talent programmes are working well and contributing to a pipeline of talented civil</p>	<ul style="list-style-type: none"> • An increase in high quality applicants from diverse groups to the Fast Stream and cross-Whitehall talent programmes. • Monitor progress by feedback from scheme participants and increased participation in the schemes.

servants for the future.	<ul style="list-style-type: none"> • Ensure talent programmes provide effective development for individuals on them and a pipeline of skilled and professional civil servants for Departments, measured by feedback from participants and Departments.
4. Lead and co-ordinate the annual Civil Service Awards programme. Recognise excellence across the Civil Service in the 10 th annual awards.	<ul style="list-style-type: none"> • Ensure a high calibre of award winners in November 2015, which represent a cross section of the Civil Service.
5. Membership of the Civil Service Board and the Senior Leadership Committee to contribute to the leadership of the Civil Service.	<ul style="list-style-type: none"> • Promote shared Civil Service values and messages effectively within DH and the wider Civil Service.

5. Personal development

(Please set out how you have developed your own skills, experience and expertise over the last year, including in the areas prioritised by the Civil Service Board – leadership, commercial capability, digital and PPM)

Over the past twelve months I have developed my own skills through a variety of activities, including:

- Active participation in the Department's Connecting programme
- Hosting a delegation of Dutch health colleagues on behalf of the Prime Minister's office
- Chairing the Global Dementia Fund
- Participating in the new Permanent Secretaries' Yammer network
- Mentoring recent entrants to the civil service
- Strengthened joint working with Cabinet Office