

# Towards a New Structure for Operations Pre-consultation Document

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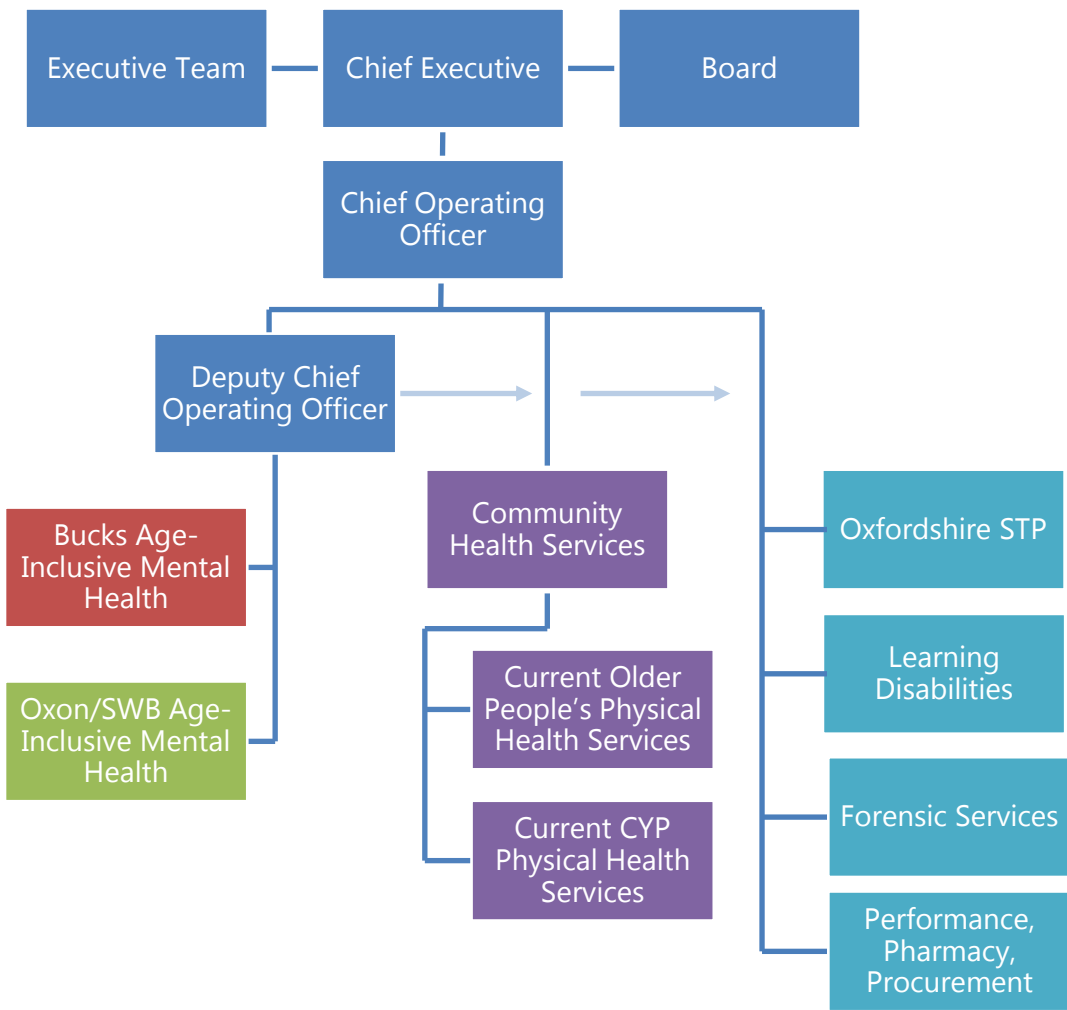
## Why do we need to change?

- Oxon and Bucks commissioners have requested that we move towards providing 'age-inclusive' mental health services
- The STP (Sustainability and Transformation Plan) envisages a move towards county-based, integrated service delivery
- We are mobilising several large, new service lines (forensic tertiary commissioning and learning disabilities) – we need to be able to flex our organisational structure to accommodate these
- In Oxfordshire we have committed to forming a 'joint enterprise' with GP Federations for many of our physical health services
- The new performance function is working well and we want to further develop support functions such as operational procurement/supply chain management and pharmacy

## What factors have we considered in proposing changes

- Protect and improve quality, in particular specialist clinical leadership within age-inclusive mental health (i.e. older people's, CAMHS, ED, IAPT etc)
- Clear and understandable for staff and stakeholders
- Financially sustainable, including removing unnecessary layers where possible
- Integrated clinical and operational leadership works – we want to do more of it, and do it even better
- Provide opportunities for leaders to develop and grow, including recognising the high demands of leadership roles and that we need to provide flexible working for leaders too
- Provide focused, dedicated senior leadership for key transformation areas
- Trying to move forwards by consensus, using common sense to guide us and open/transparent debate as we make decisions

# Proposed new top-level structure



NB: key discussion point is how clinical leadership can be best organised

# More detailed service groupings

**Bucks Age-Inclusive Mental Health**

- Community CAMHS
- Adults
- Older Adults
- Community eating disorders
- IAPT

**Oxon/SWB Age-Inclusive Mental Health**

- Oxon CAMHS
- SWB CAMHS
- Adults
- Older Adults
- Eating disorders
- IAPT

**Oxon Community**

- Community hospitals & EMUs
- MIUs & OOH
- Neighbourhood-based services (federation JE) – nursing, therapies etc
- School nursing
- Health visiting
- Community children’s nursing & therapies
- Dental services

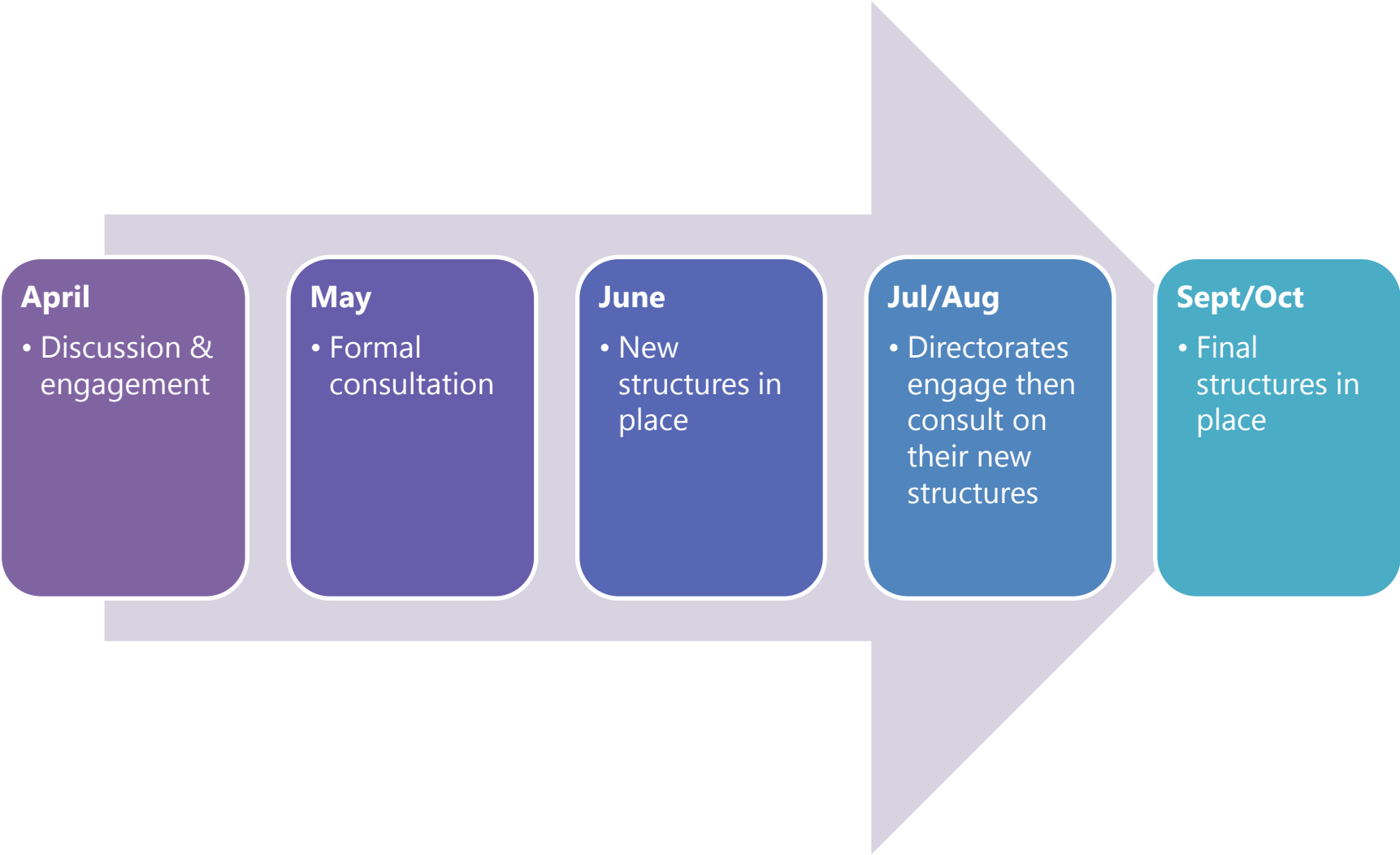
**Key Transformation Areas**

- Oxfordshire Sustainability & Transformation Programme
- LD (forensic & community)
- Forensic mental health
- Performance, contracting & change delivery
- Pharmacy
- Procurement/supply chain

## Other factors to consider

- We need to develop a competency framework, toolkit and support/development resources for senior leaders - this will also translate into a 'leadership promise' for staff as well as providing a clear development path at all levels
- Once the new top-level structure is in place we will need to consider and then consult on what new directorate structures will look like – we will be looking for absolute clarity and not more than 4-5 levels from 'board to ward'
- All of the proposed changes will be subject to formal consultation in the normal way

# Next steps



Thank you and any questions?

