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| New operational directorate structure  |  |

**CoG 07/2018**

(Agenda item: 12)

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| Over the coming months we will be moving towards a new operational directorate structure for our trust. This aims to meet the needs of our patients and staff better by making our services age-inclusive and more aligned to the counties where they are delivered. We hope that this should enable people to move through services more easily at whatever stage they need support and deliver care that is even more responsive to the needs of local communities.The new structure is designed to support clinical teams better. While it has an impact on some more senior management functions, clinical teams and individuals will be unaffected in their daily roles and there should be no detriment to the delivery of care. We currently have three operational directorates: Children and Young People, Adult and Older People. The new structure will have four directorates: Oxfordshire& West Mental Health (Oxfordshire, Swindon, Wiltshire & BaNES), Buckinghamshire Mental Health, Community Health and Specialised Services.o structure.png ​One discussion point that is not yet fully resolved is whether children’s LD services should move into the specialised services Directorate – this will be discussed with relevant stakeholders shortly and a decision made.People working in Buckinghamshire will already be familiar with this new model, with age-inclusive services in place since last August. Older People directorate continues as Community Health, reflecting that it serves people of all ages in Oxfordshire. Specialised Services will also operate much as they have to date with their own specialist clinical leadership. For the longer term the county focus supports the way commissioning is likely to develop towards ‘Integrated Care Systems’ in the coming years, which is a national requirement.Across the directorate boundaries, clinical consistency and high standards across similar services will be maintained through cross-cutting specialist medical and clinical leadership of age-specific services such as child and adolescent, adult and older people’s mental health.For those of you working across Oxfordshire, Swindon, Wiltshire and BaNES, there is a change to the current structure. However, integration of services will happen at senior management level, not the point of delivery to our patients. Your teams will continue to operate as normal. We remain deeply committed to retaining and recruiting staff and these changes should not affect the delivery of clinical services beyond providing a better model to support your work.What happens next?Phase 1We have been working closely with directorate senior teams to design the new structure which we aim to have in place for the new financial year – 1 April 2018. These changes will not result in any overall increase in management costs and have been discussed with Board, Governors and staff-side representatives. Appointment processes are fully under way and expected to be completed by mid-March.Phase 2Once these appointments are in place, each new directorate will be asked to design and appoint their senior management teams, drawing on the pool of talent available to them. Most of these roles are likely to be filled from existing staff and structures and this is likely to take place through the second half of March and into April.Phase 3Directorate management support staff will see changes to their senior line management and reporting arrangements.PrinciplesThe fundamental principles guiding these changes are as follows:* 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

All changes affecting individual staff are subject to appropriate local engagement and consultation through your own management and HR teams, in line with our Organisational Change Policy. This means there is an opportunity to discuss and address any individual concerns. Whilst it is expected that headcount for affected posts will be lower overall in the fullness of time it is anticipated that this will mainly be achieved via deletion of vacant posts or new arrangements when people leave voluntarily, which should be perfectly possible in an organisation of this size.  There are no expected compulsory redundancies as part of this process and every effort will be made to ensure that roles are offered appropriately and with adequate redeployment opportunities.Further informationWe will keep all staff informed as things develop in the coming months with regular updates through the all-staff email bulletin and intranet.If you have any questions about the new directorates or the processes that will be happening over the coming weeks, then please do not hesitate to email me on dominic.hardisty@oxfordhealth.nhs.uk and I will be delighted to come and talk to you and/or your team.Best regards, Dominic Hardisty  |