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WEST HERTFORDSHIRE PRIMARY CARE TRUST EAST & NORTH HERTFORDSHIRE PRIMARY CARE TRUST

DIRECTOR MANAGEMENT STRUCTURE

1 INTRODUCTION

Following the departure of Melanie Walker, Locality Director East & North Hertfordshire, and the feedback from the recent Fitness for Purpose Review Board to Board meeting, the Director management structure has been reviewed.. The new arrangements will provide clear leadership and strengthen and shape the PCTs commissioning arrangements, strengthen the support to Practice Based Commissioning and enable the organisation to deliver its business plan.

This paper sets out the changes that have been made to the Director responsibilities. Inevitably this has affected some staff who work in the tiers below. The changes are not significant and where staff have been affected, the changes have been discussed and agreed with them. No member of staff has been put at risk by any of these changes.

2. BACKGROUND TO CHANGES

The aim is to simplify the commissioning arrangements and to clarify responsibilities. The Directorate priorities previously established remain relevant:-

- separation between service provision and commissioning
- clinical engagement, essential particularly for the development of Practice Based Commissioning
- clinical effectiveness and safety, key elements of the commissioning decision making process
- Delivering Quality Healthcare for Hertfordshire and Investing In Your Mental Health strategies are imperative
- joint working with the County Council strengthening the current commissioning arrangements for mental health and children's services is a priority as well as improving other partnership work for example in relation to older people
- improving partnership working in localities and particularly with District / Borough Councils on LSPs .

It remains clear that in order to rise to the challenge of the new commissioning agenda the structures and staff need to be flexible and in order to adapt to the changing environment a matrix style of working is essential.

2 DIRECTOR ROLES

2.1 Strategic Planning

Hertfordshire is at a critical stage in its strategic planning. The public consultation for Delivering Quality Healthcare for Hertfordshire has been launched This along with Investing In Your Mental Health and other service changes with West Hertfordshire will need to be fully implemented.

Once the consultation for Delivering Quality Healthcare for Hertfordshire is concluded there will be detailed implementation plans to develop. This will need focussed senior management time.

The post holder will be responsible for:

- Delivering Quality Healthcare for Hertfordshire/Investing In Your Mental Health
- Developing the PCTs strategic plans
- developing the implementation plans for both strategic programmes
- ICT and the development of a strategy across Hertfordshire including the implementation of the Connecting for Health Programme.
- Choice/Choose and Book
- Cancer Network Team

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2.2 Director of Commissioning

Using the available resources to achieve the best outcomes by securing the best possible health and care services for local people is at the heart of the PCTs' commissioning responsibilities.

This post will be responsible for delivering contracting and performance management associated with all the PCTs commissioned services. The Directorate will be responsible for all service level agreements and liaison between other organisations responsible for holding service level agreements on the PCTs behalf (Eof E specialist commissioning team and joint commissioning team).

The post holder will be responsible for:

- producing the PCTs' Commissioning and Local Delivery Plans that are built upon the PBC Commissioning Plans
- setting and monitoring PBC budgets
- managing contracting and performance management and information provision
- market development
- partnership commissioning including mental health
- information provision to support commissioning

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A Deputy Director of Commissioning post has been created to support this post and is responsible for Service Level Agreement and Performance Management.

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2.3 Director of Primary Care and Service Redesign

The development of Practice Based Commissioning (PBC) is vitally important if the PCTs' short and medium term plans around service redesign are to be delivered. As well as the commissioning of primary care services, this Director role will be responsible for enabling PBC development at the heart of which is the local clinical leadership to develop care pathways aimed at enabling better, more accessible and higher quality care closer to home.

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The post holder will be responsible for:

- supporting the development of Practice Based Commissioning in association with the Director of Public Health developing work with local stakeholders including the County Council, District/Borough Councils and the voluntary sector
- Enabling the development of new care pathways
- The reprovision of Out of Hours /urgent care services
- the development of out of hospital care
- demand management CATs / CAS
- primary care commissioning and contracting.

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2.4 Director of Public Health

This post champions clinical involvement and ensures that the work of the PCTs is based on good clinical evidence and is aimed at improving health and health outcomes. The Director of Public Health will be responsible for partnership development with the range of stakeholders including the County Council, the District Borough Councils and will led on the Local Area Agreement. There is also a need to strengthen the clinical governance arrangements in the PCTs and the Director of Public Health will lead in this area, working closely with the Director of Nursing.

The postholder will be responsible for:

- ensuring that the PCT has fully developed processes for clinical engagement and leadership
- ensuring that the commissioning plans and decisions are driven by sound clinical evidence
- infection control
- ensuring that providers of clinical services have appropriate clinical governance and patient safety processes in place
- health protection arrangements for the population of Hertfordshire
- supporting Practice Based Commissioning groups by providing specialist public health advice
- dental public health
- leading the LAA and LSPs and developing strategic partnerships with local government in order to improve health

2.5 Director of Nursing

This post provides strategic leadership for Nursing, Midwifery and Allied Health Professionals in respect of the commissioning role of the PCTs. The post links closely with Director of Public Health in providing clinical leadership for the PCTs, the Director of Commissioning in commissioning continuing care and children services, and with the Director of Primary Care and Service Redesign in relation to out of hospital care.

Deleted: There are areas of overlap between the responsibilities of this post and the Director of Commissioning. The Director of Commissioning will be responsible for signing off any contractual implications of the commissioning work the Director of Nursing leads or supports. There are also important linkages with the Director of Primary Care and Partnerships in relation to out of hospital care.

The post holder will be responsible for:

- Supporting the Director of Public Health with Infection Control, clinical governance and patient safety.
- Children's services commissioning
- Safeguarding children
- Supporting the Director of Primary Care and Partnerships with out of hospital care commissioning
- continuing care
- quality and improved patient experience through commissioned services

2.6 Director of Finance

The only change to the Director of Finance role is the shift of responsibility for contracting to the Director of Commissioning. As discussed earlier the Director of Commissioning will take responsibility for all service level agreements and Practice Based Commissioning budgets and monitoring. All service level agreements will be signed off by the Director of Commissioning and the Director of Finance.

2.7 Director of Patient / Public Involvement and Corporate Services

This role is unchanged.

2.8 Director of Human Resources

This role is unchanged.

2.9 Director of Provider Services

The title for this post is now Chief Operating Officer

2.10 Turnround Support

There will be a continued need for Turnround support in the organisation to ensure new ways of working are embedded.

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