

CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

WORKFORCE CONSULTATION

PURPOSE OF REPORT

1. This paper profiles the proposed integrated structure under the management responsibility of the Chief Officer, Health and Social Care.

COMPETENCE

2. The proposals set out in the paper have been subject to an initial financial assessment in respect of the anticipated revenue costs. The initial assessment is that the implementation of the structure, once potential grading implications are considered, is likely to involve a net cost of around £11,000. However, the final cost will not be confirmed until job-matching processes have been undertaken. This outline cost would be identified and resolved as a pressure within current budget setting processes. It is set against wider savings within senior management, which were realised last year.
3. There are a number of HR issues emerging from the report, particularly around joint appointments. The position outlined in the body of the report has been agreed by Integrated CMT and its HR Forum. The latter includes staff-side representatives.

SUMMARY

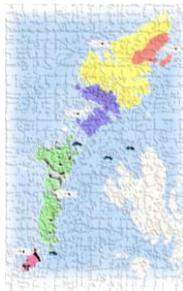
4. This paper considers the processes by which joint managerial appointments are made. It asks members to note the position agreed by the Integrated CMT and proposes that we now move to consultation on the proposed middle-management structure.

RECOMMENDATIONS

5. It is recommended that the IJB:
 - a. Notes the position agreed by Integrated CMT in respect of Joint Appointments; and
 - b. Agrees that consultation is undertaken on the proposed integrated structure, as outlined at appendix 1.

Ron Culley
Chief Officer, Health and Social Care
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BACKGROUND

6.

he integration of health and social care, as underpinned by the Public Bodies (Joint Working) Scotland Act 2014, promotes far-reaching organisational change within Comhairle nan Eilean Siar and NHS Western Isles. The terms of integration are set out in the Western Isles Integration Scheme, which is the legal document which describes the formal agreements in place to oversee the new arrangements.
7.

he scheme sets out the proposed arrangements in respect of the management of the functions delegated to the IJB, stipulating that the Chief Officer is responsible for the operational management of integrated services. The scheme goes on to envision a fully integrated management structure:

'The Parties intend to implement an integrated management approach where individuals may report to a person employed by either Party [i.e. CnES or NHS WI]. The Parties agree that staff will take and follow instructions from a manager employed by either Party.'
8.

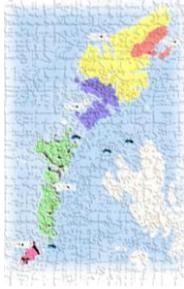
urthermore, the scheme recognises that in an integrated arrangement, traditional reporting lines to a Head of Service or Director who is also a lead professional becomes less feasible. Rather, there will be a general managerial construct with defined lines of professional accountability to the relevant lead professional. This approach has been in development across NHS Boards and Local Authorities in Scotland for some time:

'The Parties anticipate a management structure where professionals may report to someone of a different profession. For all professional groups, an appropriate structure will be put in place to support both managers and practitioners with the provision of statutory professional supervision and advice as required. The IJB will enable professions to develop mechanisms to obtain peer support within teams.'
9.

ithin this context, the Chief Officer developed an outline managerial construct in the autumn of 2015, which was subsequently consulted on with all staff and trades unions, before taking a proposal to the shadow IJB in December 2015. The proposal was agreed pending further technical work and subsequently ratified when the IJB was formally established in April 2016.
10.

he senior management structure under the Chief Officer includes five direct reports: the Associate Medical Director, managing primary care; the Dental Director, managing NHS dentistry services; the Head of Mental Health, managing NHS mental health services; and then two Head of Service general management posts, which would have responsibility for a mix of community health and social care services. One of these





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posts pulls together services which are based in geographical localities (Head of Locality Services); the other manages services which are less staff intensive and which are managed on a Western Isles basis (Head of Partnership Services).

11.

Following consultation with the Chief Executives of CnES and NHS Western Isles, and with reference to the Integration Scheme, it was agreed that where a substantive post within existing organisational frameworks was to be changed, and where there were no candidates matching to the post from existing posts or the re-deployment register of the other organisation, then the policies of the host organisation should apply. Where there are joint posts which potentially create displacement across both organisations (such as Locality Manager posts), then the post will be evaluated by both parent bodies and a process put in place aligned with organisational change.

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12.

The job evaluation (job matching) process differs within each organisation. On the Comhairle side, a job evaluation questionnaire is completed by the line manager of the post and submitted to HR for grading. This generates a grade for the job. The job will subsequently be considered by a panel, which involves the Chief Executive, the Director of Finance and the Head of HR. It then goes to the HR sub-committee of the Comhairle for approval, and is subsequently released for advert/appointment.

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13.

On the NHS side, an A & C Job Evaluation Panel leads on the job-matching process, and this also involves staff side input. Most jobs fall within the terms of Agenda for Change (medicine and dentistry have bespoke arrangements), which is the national pay and grading structure of NHS Scotland. The job matching process will generate a grade and the Chief Executive will then agree to the post being released for advert/appointment.

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Legal Issues

14.

Joint posts at a senior management level are now common place in Scotland and it is anticipated that this structure will work well to create operational cohesion across health and social care services and ultimately improve the service user experience.

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15.

Nonetheless, when this matter was last discussed by ICMT, it was noted that conversations were beginning nationally between SOLAR and CLO about the legal issues which may arise in circumstances where individuals are being asked to manage employees across two separate organisations. This may lead to the development of national guidance in 2017. The guidance will make suggestions around best practice in circumstances where appointments are made which carry managerial responsibility across the two organisations.

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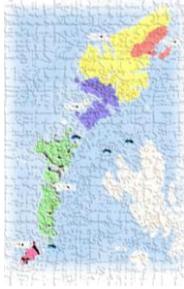
Current Position

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Given that we have been operating two joint posts over the last six months (the Chief Officer post and the interim Locality Manager post), and that we have used that to test

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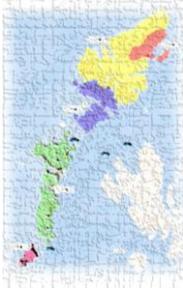
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the resilience of these posts (both post-holders have dealt with HR matters in the organisation which doesn't employ them), we are now moving to make permanent arrangements which support joint appointments. In the past, these arrangements have been enacted by an exchange of permissions between the Chief Executives.

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ny employee, assuming a line/professional management role in the partner organisation will assume both downward line management responsibilities for staff and or services and upward accountabilities, which reflect those of an employee of the said partner organisation.
18. A
ny employee, assuming a line/professional management role in the partner organisation will comply with the agreed policies and procedures of the said partner organisation in all areas of HR, Clinical Policies, Procedures and Protocols and Standing Financial Instructions.
19. M
ore generally, a number of undertakings are being put in place to support the process:
- Job Descriptions and Person Specifications will be agreed by the Chief Executives as to the job content of joint posts;
 - Job offers be made on the basis that the employee will satisfy the requirements of the job description and abide by the organisational policies of both parent bodies in respect of the management of employees;
 - Employees affected by the change in management arrangements be informed and that specific mention is made of the fact that employee information will be visible to the joint post holder for management purposes.
20. O
n this latter issue, work has been taken forward in respect of ensuring safe and effective information governance arrangements are in place. The policy leads on information governance for NHS Western Isles and the Comhairle have been progressing this matter, and a data sharing agreement is in place.
- Conclusion**
21. I
n view of the above, and in pursuit of better integrated services that respond to the needs of service users, it is therefore recommended that the IJB notes that the Integrated CMT has agreed to move forward on the basis that NHS Western Isles and Comhairle nan Eilean Siar begin to make permanent joint appointments.

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