



CÙRAM IS SLÀINTE NAN EILEAN SIAR
Western Isles Integration Joint Board



Dear Colleague

Staff Consultation

Last year, we consulted on a new operational structure that we wanted to bring into being in support of our work to integrate health and social care services. In the intervening period, we have been working hard to redesign services in support of improved outcomes and bring into being new ways of working which will improve the overall experience of care.

We have recently undertaken staff engagement work, to better understand where you think the best opportunities will arise to deliver more holistic and integrated front-line service delivery. I hope have been able to engage in that work and we will follow up with the findings from exercise when the work is complete.

In tandem with that, we are now looking to bring into being new operational management arrangements at locality level – and to consider the potential benefit of those reforms across our service.

I enclose a copy of the proposed integrated management structure of the Western Isles Health and Social Care Partnership. It has been developed with colleagues from across Comhairle Nan Eilean Siar and the Western Isles Health Board.

I would like to hear from all members of staff working within health and social care about the integration of services and I have posed a series of questions about the proposals set out below.

Looking ahead, we will face many challenges as a partnership over the next few years: budgets are tight and the demand for our services is increasing. But by working through these challenges together, we will give ourselves the best opportunity to improve the lives of the people we serve.

I look forward to hearing from you.

Best wishes

Ron Culley
Chief Officer
CÙRAM IS SLÀINTE

CONSULTATION DOCUMENT

PROPOSED STRUCTURE OF INTEGRATED SERVICES

CURAM IS SLÀINTE NAN EILEAN SIAR Western Isles Integration Joint Board

Introduction

This is a consultation document about the proposed integrated management structure of the Western Isles Health and Social Care Partnership. It builds on the work we have done to date on appointing to senior management roles.

Background

Last year, we consulted on a new operational structure for the delivery of health and social care in the Western Isles. That was a positive process, which highlighted a range of key issues, and which allowed us to amend our proposed operational structure in light of staff feedback. Since that consultation, we have moved forward with this work, by:

- Establishing an Integrated Corporate Management Team, drawing together directors from NHS Western Isles and Comhairle nan Eilean Siar, the Chief Officer, Chief Finance Officer and co-chaired by the two Chief Executives. This is the most senior officer group within the partnership, which considers papers before they go to the IJB and which will make key operational decisions.
- Establishing a Health and Social Care Senior Management Team, which draws together service managers and heads of service from across all health and social care services, to support integrated service planning.
- Implementing the Chief Officer's management responsibilities, which include all adult social work/social care services, primary care, community healthcare, dentistry, and mental health.
- Agreeing arrangements in support of joint appointments and progressing the establishment of the senior management team. The new senior management structure has been implemented with a saving of circa £180,000 per annum.
- Appointing a Primary Care Service Manager and a Social Work Manager; and we are seeking to appoint to the Lead AHP and Lead Nurse posts very soon.
- As a test of change, we have appointed an interim Locality Manager in the Uists, bringing together management responsibility for community nursing, homecare and care homes within a single post.

Consultation Proposal

The basic structure of health and social care services was agreed following consultation exercise in 2015. We are now ready to implement the next phase of operational reform. This includes exploring detailed options for implementing locality management structures, based on the early learning from the Uist model and feedback from recent staff engagement events.

Initial discussion has taken place with trade union colleagues and formal engagement will follow, through our HR Forum.

The proposals are designed to give effect to an integrated model that can ensure our services are best placed to improve individual service user and patient outcomes. In developing integrated front-line teams, it is important that we develop these with the full

involvement of members of staff. That is why we have undertaken the separate but linked organisational development work, with engagement sessions in every locality. We recognise that while structures are necessary within all organisations, it is the culture and ethos of organisations that will ultimately make the difference in delivering high quality care.

Equally, it is important that we understand the views of members of staff when we are seeking to reform operating structures – hence the importance of this consultation. The core proposal we are seeking views on is the creation of locality management arrangements. We think that these will help to deliver highly networked and integrated front-line teams and create a single point of accountability within our local health and social care systems.

In the Western Isles, we have identified five localities, as depicted in the map opposite: Barra & Vatersay; the Uists and Benbecula; Harris; Rural Lewis and Stornoway & Broadbay

The locality manager role is not proposed to be the same in each of the locality areas. In Barra, for example, the locality manager will have responsibility for the St Brendan's hospital, as well as community nursing and adult social care. Equally, we envisage having a single locality manager for Harris and Rural Lewis, given the relatively small population, and the fact that operational arrangements already cross the locality boundary; and by contrast two locality managers for Stornoway and Broadbay – one looking after adult and residential social care, the other looking after community nursing and homecare.



These arrangements are intended to build on the early success we've had in the Uists, where the Senior Charge Nurse (Community) has been operationally responsible for community nursing, homecare and care homes within the locality. As part of that test of change, initial results have been positive. Moving forward, we would seek to ensure that effective professional leadership is in place within all teams across health and social care elements. For example, we would look to ensure that each locality had a Senior Charge Nurse.

We also want to bring into being an intermediate care team, the team leader of which would report into the Lead Nurse. This would bring together all the reforms currently being progressed around early supported discharge, the creation of intermediate care capacity in the community, and the links to NHS Western Isles Hospital (Erisort Ward). The Lead Nurse role will have over-arching professional responsibility for all community nursing, as well as nursing in the two community hospitals in Uist and Barra. Most specialist nurses would also continue to report to the Lead Nurse, as will the health visiting team. The Lead Nurse will work with the Head of Locality Services to bring into being locality management arrangements and blended multi-disciplinary teams.

Success will be dependent on creating the conditions for professionals to use their experience and judgement to maximum effect in improving outcomes for service users. This will be focused on improving the coordination of care across different professional roles; the

- iv. Do you agree that we should create a new team focused on intermediate care and reablement, and that this should report to the Lead Nurse?

- v. Should the specialist nurses continue to report into the Lead Nurse, as proposed?

- vi. If you favour an alternative structure what would be its core characteristics?

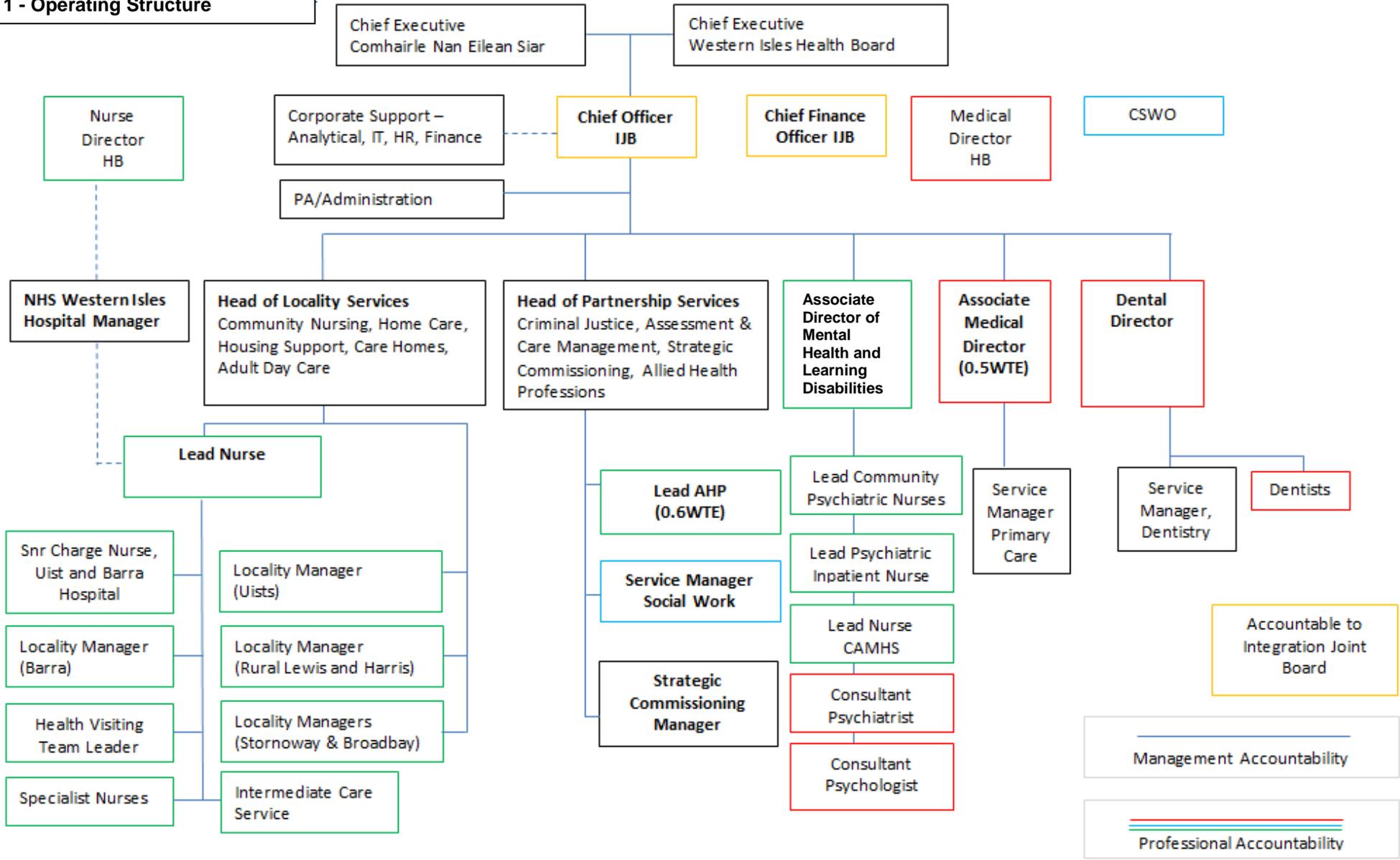
Consultation Timeline and Next Steps

The consultation will run until the end of February 2016. We are eager to hear from any members of staff who have a view on this proposal. A number of staff engagement events will be held during the months of January/February. This will involve the Chief Officer presenting on the general issue of health and social care integration and speaking specifically to the consultation proposals set out in this document.

All consultation responses should be returned by email to hsc@cne-siar.gov.uk or by post to Catriona Mackenzie, CNES, Sandwick Road, Stornoway. Requests for individual discussion with the Chief Officer should be made to Catriona Mackenzie. Catriona can be contacted at catriona-mackenzie@cne-siar.gov.uk or 01851 211 335.

Ron Culley
Chief Officer, Health and Social Care

Annex 1 - Operating Structure



Annex 2 - Operating Structure for Locality Services

Nurse Director HB

NHS Western Isles Hospital Manager

Head of Locality Services
Community Nursing, Home Care, Housing Support, Care Homes

Lead Nurse

Snr Charge Nurse
Uist & Barra Hospital

Locality Manager
(Barra)

Health Visiting
Team Leader

Snr Charge Nurse
(St Brendan's Hospital)

Stroke Nurse

Cardiac
Nursing Team

Tissue Viability and
Incontinence Nurse

Macmillan Team
Leader

Dementia Nurse
Consultant

Diabetes Nurse

Specialist Neurological
Nursing

Intermediate Care
Service

Locality Manager
(Rural Lewis and Harris)

Residential Care
Manager

Community Support
Team: Nursing and
Home Care

Locality Manager – Community
Support Team:
Nursing and
Homecare
(Stornoway &
Broadbay)

Locality Manager –
Adult and
Residential Care
(Stornoway &
Broadbay)

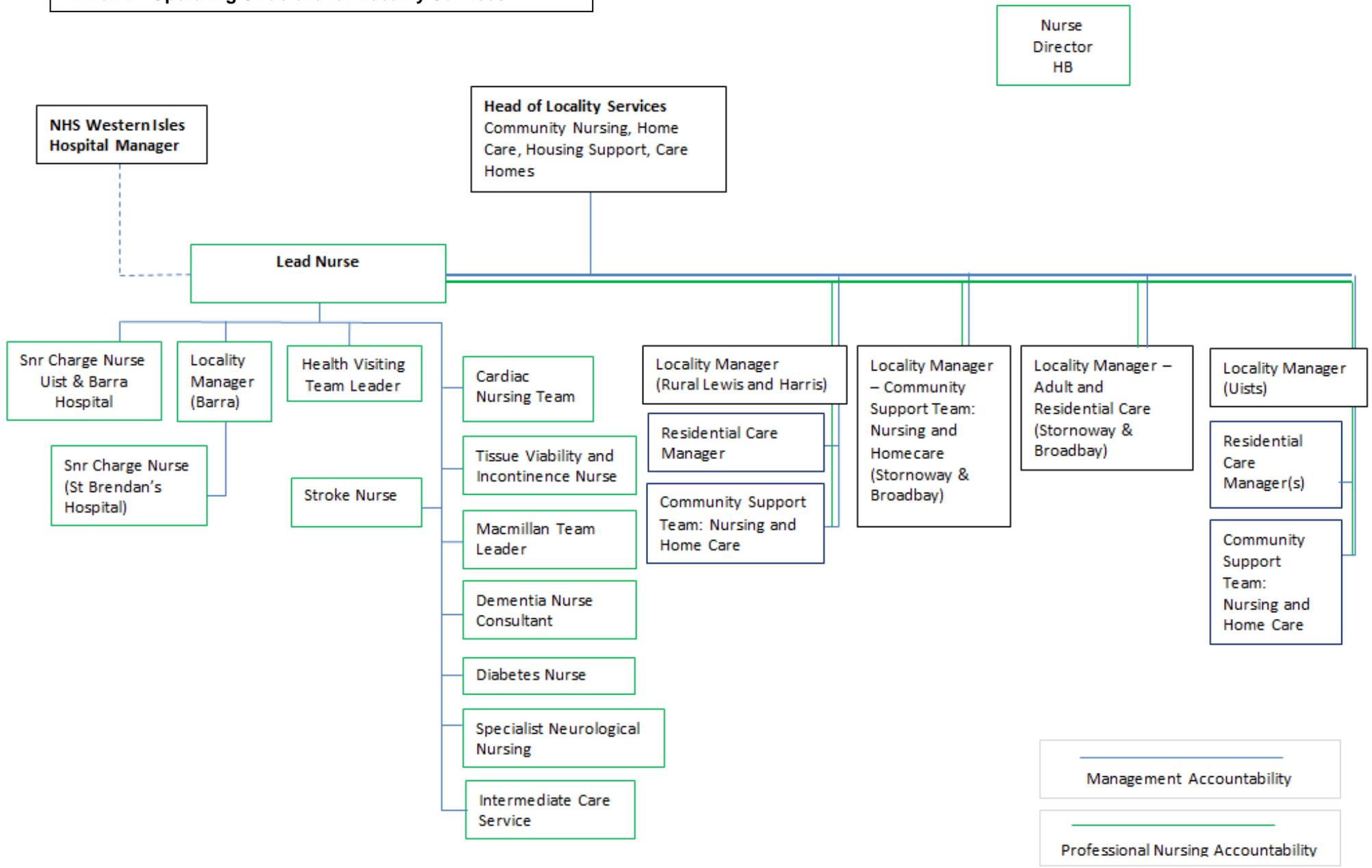
Locality Manager
(Uists)

Residential
Care
Manager(s)

Community
Support
Team:
Nursing and
Home Care

Management Accountability

Professional Nursing Accountability



Annex 3 - Operating Structure for Partnership Services

Chief Social Work Officer

Head of Partnership Services
 Criminal Justice, Assessment & Care Management, Strategic Commissioning, Allied Health Professions

Nurse Director HB

Commissioning Manager

Quality Improvement Officer

Principal Administration Officer

Policy Officer

Social Work Manager

Team Leader – Uist and Barra

Team Leader – Lewis and Harris

Team Leader – Criminal Justice

Lead Officer – Mental Health and Adult Protection

Lead AHP

Physiotherapy Service Manager

Occupational Therapy Service Manager

Speech & Language Therapy Service Manager

Dietetics Service Manager

AHP Practice Education Lead

Radiography Service Manager

Professional Social Work Accountability

Management Accountability

Professional AHP Accountability

