

Trust Operating Model

Roadshow

March 2019

Aim:

Provide your with an overview of the background to developing our new Trust Operating Model and how this will be supported through new ways of working.



Background

We have been reviewing our delivery model since 2017, and working on the TOM throughout 2018 to ensure we have an operating model that will facilitate us to deliver our 2021 Strategy.

Key benefits

The aim is to reduce the tension that pulls service areas into meeting day-to-day activity, at the expense of delivering and driving transformational change to meet our 2021 vision by:

- Smaller number of directorates, focused on groups of services, not sites
- Integrated approach to quality, performance, financial management and improvement
- Strong and clear clinical leadership
- Increased ability to resolve issues through clear governance, meeting structures and decision making
- Clarity of performance, planning, and earned autonomy through devolution



Trust Operating Model

- Move from 15 Directorates to 4 Divisions
- Triumvirate approach throughout – 2 clinicians and 1 manager
- Reduce variation through consistent structures with strengthened roles
- Clearer decision making closer to service delivery
- Move to a “one team” approach

CEO

COO

X4 Divisions

X13 Clinical
Business Units

X36 Specialities

Division	Clinical Business Unit	Clinical Service	
Women's and Children	Women's Health	<ul style="list-style-type: none"> Breast 	<ul style="list-style-type: none"> Obstetrics Gynaecology
	Children's and Younger Person	<ul style="list-style-type: none"> Paediatrics 	<ul style="list-style-type: none"> Neonatology
Clinical Support Services	Diagnostics	<ul style="list-style-type: none"> Radiology Radiotherapy Medical Physics 	<ul style="list-style-type: none"> Pathology Audiology
	Therapies and Rehabilitation	<ul style="list-style-type: none"> Rehabilitation Medicine Occupational Therapy 	<ul style="list-style-type: none"> Speech and Language Therapies Dietetics Physiotherapy
	Pharmacy	<ul style="list-style-type: none"> 	
	Outpatients	<ul style="list-style-type: none"> 	
	Cancer	<ul style="list-style-type: none"> Haematology Oncology 	<ul style="list-style-type: none"> Palliative Care
	Surgery	Surgery	<ul style="list-style-type: none"> General Surgery Vascular Urology
Surgery	T+O and Ophthalmology	<ul style="list-style-type: none"> Orthopaedics 	<ul style="list-style-type: none"> Ophthalmology Orthoptics
	TACC & Pain	<ul style="list-style-type: none"> Theatres 	<ul style="list-style-type: none"> Critical Care
	Medicine	Urgent and Emergency Care	<ul style="list-style-type: none"> A&E
Medicine	Cardiovascular	<ul style="list-style-type: none"> Cardiology (incl Cardiac Physiology) Stroke Endocrinology 	<ul style="list-style-type: none"> Diabetes Renal
	Specialty Medicine	<ul style="list-style-type: none"> Dermatology Rheumatology Neurology 	<ul style="list-style-type: none"> Gastroenterology Respiratory Health Care of the Older Person

New Ways of Working

1. Governance outlined in:

- Governance Guide
- Meeting structures
- The Executive Devolution policy

2. People Capability strengthened by:

- New roles developed
- Person specifications revised to match
- Rigorous assessment and selection processes

3. Enabled by:

- Organisational Development Plan
- Agile Working Policy
- Corporate Offer

The organisational structure for the Divisions is part of a bigger picture of change to enable us to meet our ambitions to deliver our 2021 Strategy.

We need to support new ways of working, where we are all clear about how things work in the Trust, where decisions are made and devolving decision-making closer to where the issues are, building more freedoms and flexibilities to make changes.

We want everyone to have a clear sense of direction and how what they do makes a real and important difference to how we deliver our services to our patients.

Governance Guide:

- A quality and safety culture is everybody's business and every member of clinical and non-clinical staff has an important role in making governance and assurance work across all of the organisation.
- The Guide sets out for staff how ULHT governs and assures itself in respect of the development and delivery of its vision, strategy and core priorities.

What is Governance

- Sets out the arrangements for direction and control, decision making processes and authority, covering:
 - Clinical Governance
 - Corporate Governance
 - Assurance

How we set Strategy

- Looking forward
- Aligning to the STP
- Aligning to our vision and ambitions

Turning ambitions into reality

- Operational Plans
- Shaping our plans each year

Decision making

- Sets out the roles and responsibilities for governance for the Board, CEO, Executive Team, Clinical Divisions, CBU's, Speciality/Clinical Teams and Wards and Departments.
 - Standing Orders
 - Scheme of Delegation
 - Standing Financial Instructions
 - Executive Devolution Policy

Assurance

- Board Assurance Framework
- Board Committees
- Clinical governance

Performance Management

Meeting Matrix:

- Sets out the proposed meetings to support the future governance.

Tier 1

Board Level

- Statutory Committees
- Assurance Committees / quarterly Audit Committee
- ULHT Charity Trustees

Tier 2

Corporate/Trust Wide Management

- Business as Usual
- Improvement
- Performance Management
- Strategy, Policy and Transformation

Tier 3

Divisional Cabinets x4

- Divisional management

Engagement

- Regular Forums, Committees, Meetings
- Team Brief – to be disseminated by Divisional and CBU leads

Executive Devolution Policy:

- Sets out ULHTs policy direction for the delegation of authority and decision-making power to Divisions, including devolution of control through the system of '**Earned Autonomy**'.

Purpose

- Outlines how the Chief Executive and Director of Finance devolves permission to act.
- Aims to empower each Division to run its own business through earned autonomy.
- Build on firm foundations of clinical quality and maximising operational effectiveness through strong performance and financial management.

Benefits

- Clarify roles and responsibilities
- Shape our future services through clinical and managerial ownership
- Earn autonomy to plan service investments
- Greater levels of autonomy and decision-making rights with the ability to more easily restructure and reshape local services
- Effective and robust performance management regime that recognises and rewards good performance
- Promotes a culture of transparency and openness

People capability strengthened:

- Defines the organisational structure, skills, capabilities and competencies required to support operational processes and activities.

People skills and capabilities

- Outlining who and where activities are performed
- Building capacity for the future
- Supported by an OD plan which focuses on building individual capability, and a strong sense of teamwork. This will support the Divisions to implement TOM Ways of Working.

Strengthened structure

- Over 100 roles
- Revised JD's and person specifications
- Internal and external adverts
- Assessment centres based on values
- Appointed candidates involved in later recruitment
- Likely outcome - existing and new external staff appointed

The new ways of working will be supported by:

Organisational Development Plan

- OD plan sits within the over-arching framework of the People Strategy, which will support the Divisions to implement TOM Ways of Working.
- Create open and transparent engagement with every member of our staff in changing our ways of working.
- The Plan works through
 - Our vision and narrative
 - Linking our People Strategy
 - System and processes
 - Hearts and minds
 - Measuring impact
 - Communication and engagement

Agile Working Policy

- Develop modern working practices which enable the Trust to operate its buildings more efficiently and cost effectively whilst enabling employees to maximise their performance.
- Facilitate new ways of working facilitated by technology and digital solutions.

Corporate Offer

- Developing the corporate offer for Divisions – how they will support Divisions to be successful.

We want your views?

- In groups, please discuss the following:

- How will our new TOM structure improve patient care?
- How will the new ways of working improve how we deliver our services?
- How will this way new way of working improve how you can do your day-to-day work?



Transition Plan

- Finalising new ways of working through the TOM Board
- Roadshows throughout March
- 1st April Go Live
- Transition Plan in developing to cover moving from the go live to bedding in the operating structures and new ways of working
- Supporting Workshops for Clinical Business Units and Specialities from April
- Impact to be monitored and reviewed in a year

Where to go if you need more support: Intranet, your line manger, key contacts

