

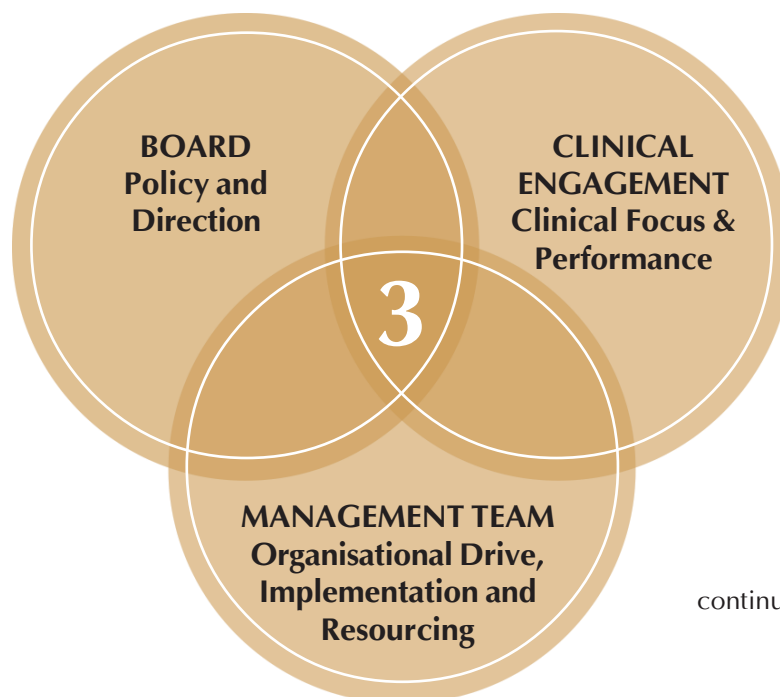
ORGANISATIONAL DESIGN

As the coalition government's health policy is rolled out and the principles that will drive local NHS structures become clearer so the challenges of designing the new organisations will come to the fore.

We already know that there will be more local discretion to create organisations which better fit local circumstances. So how should you ensure that you create organisations which are agile, flexible and able to respond to changing circumstances but still able to drive delivery?

Some issues to consider

- How will you ensure that a clear vision and understanding is created and understood of how your organisation will move forward and how success will be judged?



continued overleaf...



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- How will you create a successful NHS organisation that builds an effective clinical/managerial partnership and that works together in the best interest of patients? Such a partnership needs to ensure strong clinical and non-clinical governance is set within a robust performance framework.
- The healthcare environment needs to become more productive but also needs to ensure that quality remains at the heart of local NHS priorities and supports the development of GP Commissioning and QIPPs. To achieve this balance you need to align your organisational architecture to meet these new demands.
- How will you attract and retain high quality staff?
- How will you build a high performing, well governed organisation?

It will be essential to ensure that the process of organisational reconfiguration is completed swiftly and teams at all levels are supported to rapidly pull together and turn words into action.

Some examples of our work

Here are some examples of work we have done helping clients to redesign their organisation and implement change:

- Warrington PCT – supporting the PCT in the separation of their provider arm and on behalf of the PCT leading negotiations with Warrington and Halton NHS FT and Ashton, Leigh and Wigan Community Health Care.
- Heywood, Middleton and Rochdale PCT – helping to design a new clinical model for a Locality Hospital in Rochdale as part of a reconfiguration of services in the local acute provider. This entailed engaging clinicians and managers in developing and assessing different models of care which brought together hospital and community provision with redesign of care pathways and service integration.
- University Hospitals Birmingham – organisational development support for merging clinical services across Queen Elizabeth and Selly Oak Hospitals and the creation of the “Health Futures” work which provided the foundation for the clinical grouping of services for the new University Hospital Birmingham.
- The Royal Berkshire NHS Foundation Trust – we reviewed the Trust Management Structures in preparation for its successful application to become a Foundation Trust. The outcome of the review was the establishment of a new senior team with a Chief Operating Officer, Director of Finance, Director of Nursing and Medical Director with new operating responsibilities and lines of accountability across the Trust. The Trust Board was streamlined to four Non Executive Directors, four Executive Directors, Chief Executive Officer and Chair.
- Oxford Radcliffe Hospitals NHS Trust – a review of the organisational structure of the Trust. The new structure moved from three Clinical Divisions and one Corporate Division to ten Clinical Service Directorates accountable to the Chief Operating Officer.

If you would like to know more about our work or how we could help please contact: Derek Emm on 07974 574917 or email: derek.emm@dearden.co.uk