

NHS Greater Glasgow & Clyde	Paper No. 20/57
Meeting:	NHS Board
Date of Meeting:	27th October 2020
Purpose of Paper:	For Noting
Classification:	Board Official
Sponsoring Director:	Chief Executive

Paper Title

Update on strengthening the senior management team.

Recommendation

The Board is asked to note the update on strengthening the senior management team.

Purpose of Paper

The purpose of the paper is to provide an update to the NHS Board on the overall position in respect of the changes to the senior management team as outlined in the February 2020 Board paper.

Key issues to be considered

The challenges facing the senior management team at present are multi-factorial and significant. In February an initial paper was presented to the NHS Board outlining a number of changes. Since that time, COVID-19 has added to the overall issues facing NHSGGC and, therefore, the senior management team. The attached paper details the changes that have been made, along with a few areas that remain ongoing. Further changes will be considered over the next few months.

Any Patient Safety /Patient Experience Issues

N/A

Any Financial Implications from this Paper

The financial implications of this paper are being addressed through a variety of routes, both internal and external, where appropriate.

Any Staffing Implications from this Paper

The staffing implications are outlined in the paper.

Any Equality Implications from this Paper

No

Any Health Inequalities Implications from this Paper

No

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.

No.

Highlight the Corporate Plan priorities to which your paper relates.

This paper impacts on the majority of the Board's priorities.

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Update on Strengthening the Senior Management Team**October 2020****1. Introduction**

In February 2020, a paper was presented to the NHS Board outlining a series of changes to the senior management team to support the challenges currently being faced by NHS Greater Glasgow and Clyde. Since that time, the COVID-19 pandemic has added further complexity to the situation and has resulted in a number of new issues that have required immediate attention within NHSGGC. While progress has been made in a number of areas, a small number of issues remain to be resolved due to the many competing priorities during the last few months.

2. Acute Division

As outlined in the previous paper, the Acute Division management team has been strengthened by the addition of an Acute Nurse Director and Deputy Medical Director, along with Business Manager support to the Chief Operating Officer.

The Director of Clyde has intimated her retirement and efforts to recruit to this post were unsuccessful in the first instance. A further process has now been established to attract a suitable candidate and an interim appointment has been made to this post.

Within the South Sector, the Deputy Director for Unscheduled Care has moved on to another role and this post will be advertised by the end of October.

With regard to scheduled care, the internal secondment to the post of Director of Access remains in place and is working successfully. The team has also been supplemented by two Access Managers to support the Director.

3. GP Out of Hours

Significant work has been completed in this area to stabilise the service. The Chief Officer secondment continues. An additional post of Deputy Medical Director for Primary care has also been established and is being filled on an interim basis. The substantive post is being advertised at present. In addition, two associate clinical directors have been appointed to work within the service and they commenced in September 2020.

4. Communications and Engagement

In addition to the appointment of the substantive Director of Communications and Public Engagement, the Deputy Director of Communications was appointed in June 2020. The team has been further strengthened through the expansion of the press team and the realignment of resource to support internal communications.

With regard to public engagement, the Head of Service has moved on and arrangements are underway to recruit to this role. The Consultation Institute are also currently working with the Director on a programme to develop the team and support the delivery of the Board's strategy.

5. Nursing and AHP Directorate

An appointment to the post of Deputy Director of Nursing outlined in the February paper has been made and will commence shortly. The responsibilities of this post now include oversight of care homes in light of the changes made to the Director of Nursing's responsibilities in May 2020.

Additional leadership, infection control and practice development resource is being considered to drive and support delivery of the responsibilities of the Cabinet Secretary's directive for care homes within Greater Glasgow and Clyde.

A new Director of AHPs has also been appointed and commenced working within NHSGGC in September 2020.

Additionally, NHSGGC have joined 'The Value Management Collaborative' and appointed a 'Value Management' project manager in December 2019. The NHSGGC 'Value Management' work-stream has continued to meet the agreed milestones, working independently of the national collaborative in recent months, due to the national programme being halted for five months during the first phase of COVID-19. The NHSGGC programme, has maintained excellent relations with Health Improvement Scotland, National Education Scotland and The Institute for Healthcare Improvement.

6. Public Health

A senior planner has been allocated to public health to support planning for flu and COVID vaccination and Test and Protect. A director is leading the management of Test and Protect working with the Director of Public Health who leads the professional aspects of the programme. An experienced retired general manager has also been recruited on a temporary basis until a senior programme manager can be released from her post on flu management at the start of 2021.

7. Finance

An appointment has been made to the Programme Manager for the Financial Improvement Programme (FIP) and the postholder is due to commence on 20 October. In terms of the process to recruit three Assistant Directors of finance, we received an overwhelming response, with a very high standard of candidates. Interviews are scheduled in November 2020, with appointments expected in early 2021. The three posts will include one post as the Deputy Director for Finance planning and performance to ensure integration of the performance function with the overall finance function.

8. Support for the Head of Corporate Governance and Administration/Chief Executive

An additional senior post has been created within the Corporate Services Department to provide adequate cover to ensure that the NHS Board's business as usual continues, while progressing the issues associated with the escalation Oversight Boards, the Public Inquiry, the legal claim and the HSE requirements. A further senior manager has also been relocated into the PMO to provide senior input to the Public Inquiry process. The requirements of the PMO will remain under review

once the work of the Public Inquiry gets fully underway to ensure it is adequately resourced from a multidisciplinary perspective.

A Business Manager has been seconded to provide further support to the Chief Executive and has recently commenced in this new role.

9. HR and Organisational Development

The Human Resources team have made two appointments to their senior team, as part of the Board's strengthening senior management programme.

A new Head of staff experience has been appointed and will begin their role on 9 November. The Head of Staff Experience will develop and implement our staff experience programme across NHSGGC and be responsible for this integral element of our Culture and Collective Leadership approach. The post holder will work across all services within the Board, ensuring organisational culture, behaviours and values are aligned to deliver an integrated employee centred experience that positively impacts on the overall physical, emotional and professional well-being of the Board's workforce, and ultimately patient care.

A new Head of Human Resources - Service Development and Support has also been appointed and the postholder will commence in early 2021. The post holder will lead on a portfolio of local, regional and national projects and initiatives which support strategic HR growth and service delivery imperatives. As the Lead Senior Officer for NHSGGC HR, the post holder will support the delivery of a responsive, professional and high quality support and development service providing Workforce Planning, Staff Bank, Interpreting and Recruitment solutions. This post will drive change and improve services, developing a skilled and engaged workforce capable of delivering high quality and person centred care to patients in line with national and NHSGGC strategic and operational objectives.

10. Moving Forward Together

As outlined in the paper in February, a senior Acute Director has been seconded into MFT to increase the pace of delivery. In recent months, the focus has required to change to support an element of the COVID work but the senior Director will remain available to address ongoing MFT progress.

Over the next 6 months, we will utilise the current COVID arrangements to progress many of the MFT priorities at pace; for example the major trauma developments as well as many of the virtual patient management changes which have been very effective. The planning team have been focused on supporting the operational teams to deliver and implement overall priorities and improvements as required, many of which can be regarded as associated with MFT. The overall resource requirements for MFT will again be reviewed once the current COVID situation is more stable but, at present, the planning team are fully aligned to these overall whole system changes and this is working well.

11. Health and Social Care Partnerships

The Chief Officer within Renfrewshire has recently resigned and a process is underway to recruit to this post. Due to the timescales involved, it is likely that an interim appointment will require to be made and initial discussions have taken place between the NHS Chief Executive and the Local Authority Chief Executive.

As outlined above, an appointment has been made to the post of Deputy Medical Director for primary care. A job description has been drafted in relation to the post of Director of Primary Care and further discussion is ongoing in relation the potential for this post, including with the Scottish Government.

12. Estates and Facilities

Following the retirement of one of the Assistant Director leads, a revised structure has been proposed that will provide a more functional system wide portfolio of responsibilities. There will be two posts, one will have responsibilities for operational FM across the sectors, and this will be supported by the three existing Heads of FM and an additional senior Head of FM role.

The second post will have corporate wide responsibilities for the Board's production units for Catering, CDU and Laundry. In addition, this post will manage other functions such as Transport, Waste Management, Procurement, performance and quality management.

The Estates and Asset Management structure will remain largely unchanged. The main area of expertise requirement will be the recruitment of a Project Director to lead the development of the Board's strategic asset planning to develop business cases and a programme management approach that will support and enable MFT and Regional Plans.

These changes will support better manpower and succession planning throughout estates and facilities services.

13. Summary

In summary, a number of additions to the senior team have been made in recent months. Further progress is underway in relation to a small number of posts and this will be completed before the end of this year. The capacity of the senior team will be kept under review by the Chief Executive and the CMT over the winter months to ensure a flexible approach to the changing demands on the team.