

SUBJECT: Structure Recommendation Report

1. Purpose of the report

To provide Board members with the Healthcare Improvement Scotland's Structure Recommendation Report which provides detail on the recommended structure for the organisation following the staff consultation process which ran between 21 January and 21 March 2011. The report discusses the feedback received and describes the next stages in the change process.

Board members are asked to note that a summary of the report was approved at the Shadow Board meeting on 30 March 2011.

2. Recommendations

Healthcare Improvement Scotland Board members are asked to:

- Endorse the recommended structure of Healthcare Improvement Scotland.

3. Background

It was necessary for the Transitional Governance Group of NHS Quality Improvement Scotland to recommend a new management structure that aligned closely to the vision and purpose of Healthcare Improvement Scotland. In December 2010, the Transitional Governance Group requested that a phased approach was taken to this restructure, recommending that the Director-level management structure be considered first as Phase One. This phase commenced in 24 January 2011 with the release of the Transition Staff Consultation document. The majority of staff engaged in this process and the breadth and depth of comments particularly impressed the Transitional Governance Group, helping to inform the thinking behind the recommended structure.

This paper outlines the outcomes of Phase One, and sets the scene for Phase Two, as part of the wider *Shaping Our Future* programme.

4. Strategic objectives/work programme

The intention with the new management structure is for it to facilitate the establishment and on-going development of Healthcare Improvement Scotland and therefore to drive delivery of the organisational vision, purpose and strategic objectives.

5. Measures for improvement

The new management structure will be reviewed in 12 months time to ensure fitness for purpose. The following key aims were used in determining the suitability of the structure, and will form the basis of the review process:

- Ensure that knowledge and evidence is central to all operational activity
- Be aligned with our vision and purpose and meet the requirements of the Public Services Reform (Scotland) Act 2010)
- Provide a strong PFPI / person centred focus

- Ensure we can demonstrate our work supports the delivery of the three healthcare quality ambitions set out in the Healthcare Quality Strategy for NHS Scotland
- Rationalise our number of management units to enable the organisation to run in a more efficient manner
- Reduce the number of direct reports to the Chief Executive to allow more time for strategic thinking and contribute to the Scottish Government requirement of a 25% reduction in senior management posts across NHS Scotland

6. Resource implications

The proposed structure focuses solely on the affected posts at Director Level to allow the matching and recruitment processes at this level to progress (see section 5 for further detail).

From April next year there will be one less director than in NHS Quality Improvement Scotland. As soon as all Director-level appointments have been made, the Deputy Chief Executive will initiate Phase Two as part of the continued Shaping Our Future programme which will clearly articulate the resource implications going forward.

7. Legal implications

The new structure is aligned to the Public Services Reform (Scotland) Act 2010 and our organisational vision and purpose and strategic objectives.

8. Risk assessment

The NHS Quality Improvement Scotland Transition Executive Group and the Transition Governance Group have collectively managed the risk assessment of this work, and all specific corporate risk elements are now embedded within the Healthcare Improvement Scotland Corporate Risk Register.

9. Consultation

The new management structure has been delivered in partnership with a supporting staff consultation process (refer to section 3.5 for further detail). All staff and relevant trade unions have been afforded the opportunity to be involved in the consultation process, underpinned by a staff engagement and communication process led by the Staff Engagement Steering Group.

10. Equality & Diversity

The project planning process to manage this work evidences delivery inclusive of all staff across the organisation.

11. Timeline for implementation and Lead Officer

The new Director-level structure will take effect (w/c 02 May 2011 - provisional). Implementation of the complete Healthcare Improvement Scotland management structure is scheduled for implementation by 31 August 2011. Section 5.4 of the report details timelines.

Dr F M Elliot
Chief Executive

Healthcare Improvement Scotland
Transformation Team

Appendix 1: Structure Recommendation Report