

# **Tier 3 Structures**

## **New HSC Organisations**

## HEALTH & SOCIAL CARE REFORM – ORGANISATIONAL STRUCTURES

### Introduction

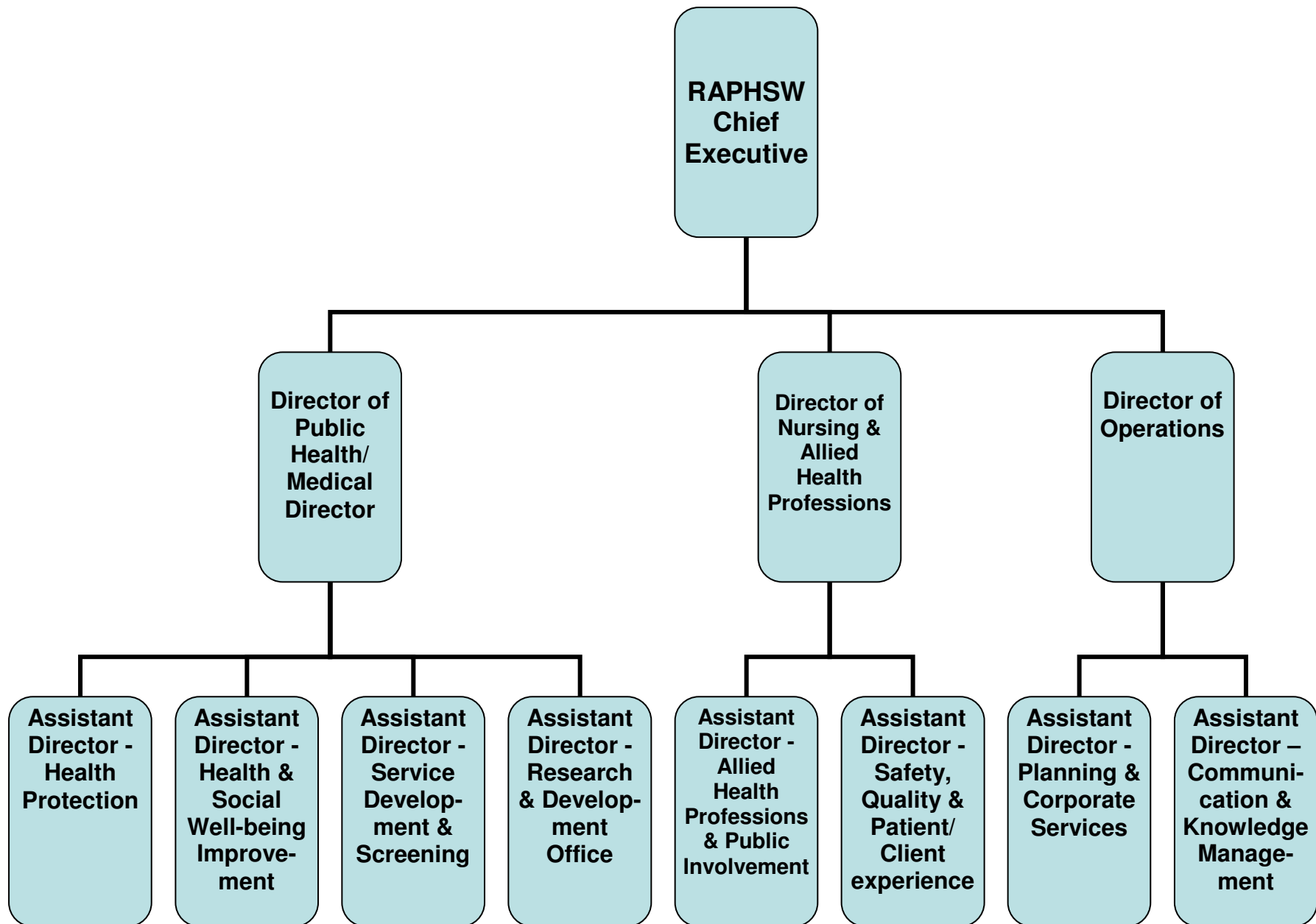
Further to the recent confirmation of tier 2 posts, this paper sets out the approved tier 3 organisational structures within the Regional Health & Social Care Board (RHSCB), Regional Agency for Public Health & Social Well-being (RAPHSW), Regional Business Services Organisation (RBSO) and the Patient & Client Council (PCC) and supersedes any previous draft paper. The descriptions for each of the posts are intended to be illustrative and *are not meant to be seen as job descriptions/specifications* and structures will remain subject to review through normal process in light of changing circumstances. Many of the roles and responsibilities of the new bodies will also be set out in Modernisation & Improvement Programme Board papers which are high level operating frameworks and are available on the Department's website. The development of more detailed systems and procedures will be a matter for the new organisations.

Although these posts are all classified as tier 3, it should be noted that this does not indicate that they will all have similar grading as this will be subject to the normal evaluation process.

A key aim of these structures will be to minimise duplication and maximise resources for frontline services. This is particularly important in the relationship between the RHSCB and the RAPHSW because legislatively and operationally there will be considerable interdependence, particularly in respect of professional support in undertaking their core functions.

It is now also possible to confirm that there will be four commissioning support units, one of which will support both the Belfast and South Eastern LCGs.

# **RAPHSW**



# **Public Health/Medical Director**

**Director of Public Health/Medical Director**

**Assistant Director – Health Protection**

Communicable disease prevention & control

Emergency planning preparedness & response

Port health functions

Environmental public health

Local, UK, international collaboration

Operational management of the Regional Health Protection Service

Oversight of the service level agreement with the Health Protection Agency.

**Assistant Director - Health & Social Well-being Improvement**

Health inequalities

Health & social well-being improvement priorities, in particular mental and physical health promotion, suicide, programmes & projects at local & regional level

Demonstrating impact

Inter-sectoral partnerships including Investing for Health

Local, UK, international collaboration

Operational management of health & well-being teams.

**Assistant Director – Service Development & Screening**

Public health medicine advice to commissioning, including safety & quality

Support the planning, commissioning and implementation of service developments in line with Departmental policy and strategy

Professional advice & quality assurance on screening

Local, UK, international collaboration

Operational management of staff who provide service development & screening functions ensuring support to the RHSCB & LCGs.

**Assistant Director – Research & Development Office**

R&D strategy

R&D governance

R&D grant allocations

Local, UK & international collaboration

Operational management of the R&D Office

Oversight of service level agreements with external organisations.

# **Nursing & Allied Health Professions**

**Director of Nursing & Allied Health Professions**

**Assistant Director –  
Allied Health Professions  
& Public Involvement**

Allied Health Professions input to commissioning, including safety & quality

AHP input to other functions of the RAPHSW, RHSCB, RBSO

Professional leadership for Allied Health Professions

Operational management & professional accountability of Allied Health Professions in the RAPHSW

Personal & Public Involvement strategy including liaison with the voluntary & community sector

Strategic alliances & partnerships on personal & public involvement

Operational management of staff providing the AHP & personal/public involvement functions.

**Assistant Director –  
Safety, Quality & Patient/Client  
Experience**

Nursing advice to commissioning

Ensure safety & quality is embedded in commissioning

Assure implementation of safety quality requirements – internal challenge function

Adverse incident review, identification and implementation of learning

Support the HSC complaints process

Support standard setting

Assessment of patient/client experience

Inform strategies to improve patient/client experience

Statutory supervision of midwives function

Operational management of staff providing the safety/quality & patient/client experience functions.

# Operations

## Director of Operations

### Assistant Director – Planning & Corporate Services

Corporate business planning  
Corporate performance management against organisational & other objectives for which RAPH SW is accountable  
Liaison with RHSCB and LCGs on development & production of Commissioning Plan  
Liaison with DHSSPS on capital planning requirements  
Secure from external providers a full range of financial services and support  
Develop a viable organisational budget plan  
Management of the financial reporting function across the organisation  
Analysing and reporting financial performance to the Agency Board  
Liaison with RBSO & RHSCB on corporate services  
Liaison with local government on development & production of Community Plans  
Coordination of Commissioning and Community planning processes  
Support development of Community Planning pilots with local government  
Operational management of the planning & corporate services functions  
Clear project management system developed  
Management of the information and IT functions  
Secure from external providers a full range of information management and technology services and support  
Handling of complaints against the RAPH SW corporate.

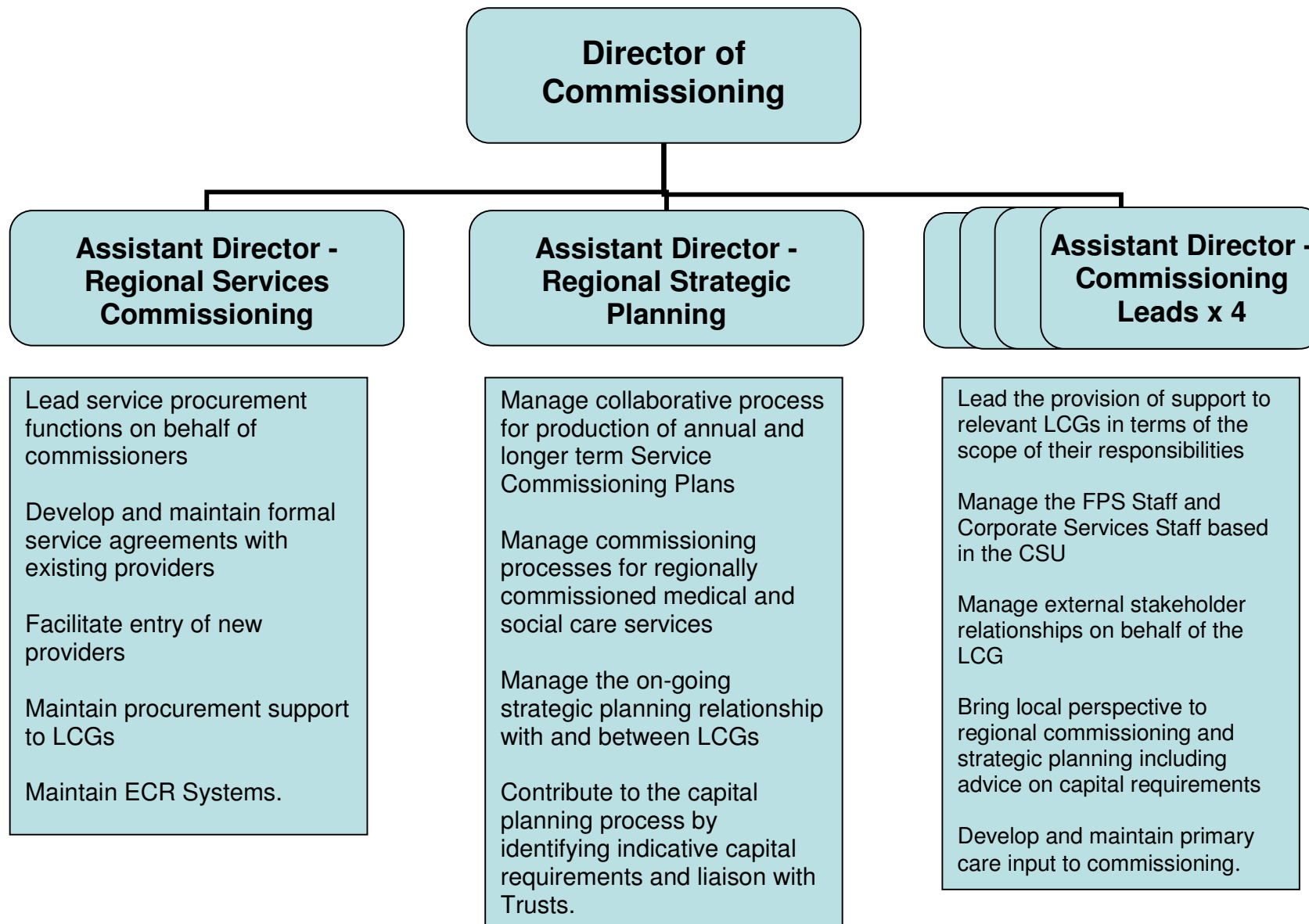
### Assistant Director – Communication & Knowledge Management

Communication strategies, methods & materials in collaboration with inter-sectoral partners  
Public Relations, media inquiries & communication support to health protection, health improvement, & screening functions of RAPH SW  
Communication with the public, incorporating messages from health & social well-being intelligence  
Health and social well-being intelligence & knowledge management strategies  
Strategic alliances and partnerships relating to health & social well-being intelligence  
Health & social well-being profiles of people & communities in support of inter-sectoral partnerships & the HSC system  
Evaluate impact of programmes/projects & add to the evidence base  
Operational management of the communication & knowledge management functions.

# RHSCB

There will be a Corporate Services post answerable to the Chief Executive, responsible for e.g. Governance, Complaints Management; Communications; Corporate Secretariat Services; Records Management, Registry and Information Governance, including FoI; Legal Services; Investigations and Inquiries; Facilities Management (including premises management). This officer would also be responsible for specifying, procuring and quality assuring services received from other bodies such as RBSO e.g. Equality, Human Rights and Human Resources.

# Commissioning



**Director of  
Commissioning  
Cont'd**

**Assistant Director –  
General Medical  
Services**

**General Medical Services,** contract management and monitoring, clinical and social care governance and quality improvement Programmes. Managing under performing practitioners. Ensuring compliance with statutory obligations and requirements and supporting the development of General Medical Practices

**Primary, Community and Secondary Care** providing input to commissioning especially Enhanced Services and ensuring the implementation of service frameworks by General Medical Practices

**Public Health aspects of GMS** Implementing Public Health programmes including Health Protection policies and supporting Health Promotion initiatives.

**Assistant Director -  
Pharmacy & Medicines  
Management**

Professional support to RBSO as required. Primary Care and Modernisation, including Pharmacy improvement, contract management and development, including re-imburement systems and probity, governance, medical and non-medical prescribing, chronic disease management, capital / IT development standards, budgetary management. Secondary and Community Care, including Commissioning, performance management, governance, specialist medicines, intermediate care, NICE guidelines relating to medicines, management of entry of specialist medicines, formulary development, capital / IT developments, standards, procurement, budgetary management, care facilities. Pharmaceutical Improvement, including Public Health, quality and safety, pharmacy health improvement, health protection and health screening, Building the Community-Pharmacy Partnership programme, workforce planning, managing under performance, research , medicine governance, controlled drugs (Shipman), strategic implementation of medicines legislation and standards development.

**Assistant Director -  
Dentistry**

Professional support to RBSO as required

**General Dental Services** Planning and commissioning services, service improvements, Out of Hours services, managing under performing practitioners, contract management and monitoring

**Community Dental Services** Commissioning of specialist dental care services, prison services and salaried general dental practitioners

**Secondary Care Dental Services,** Specialist services, regional services, and emergency care

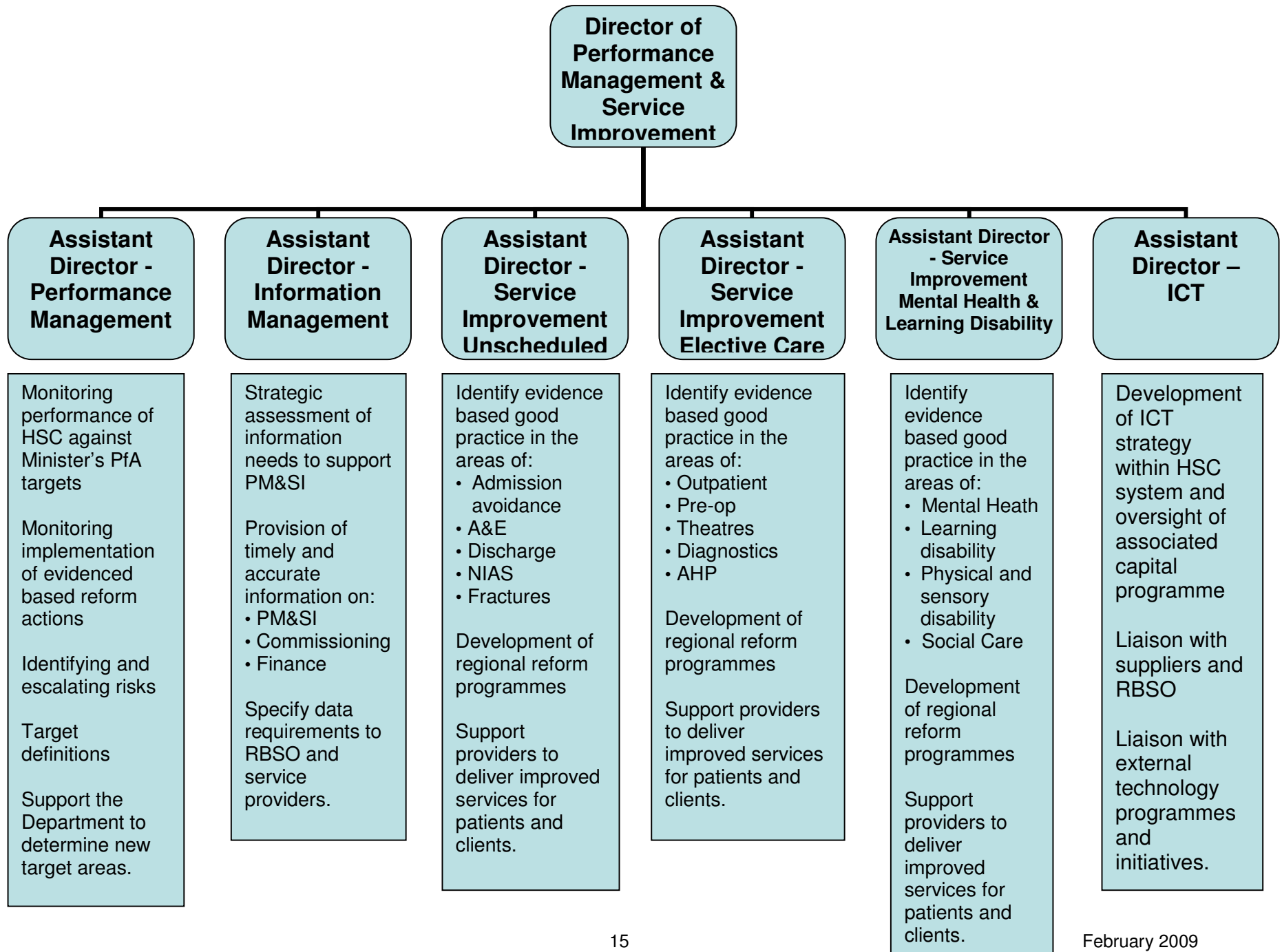
**Public Health Aspects of Dentistry** Implementing & supporting health improvement programmes and initiatives.

**Assistant Director  
– Optometry  
(sessional)**

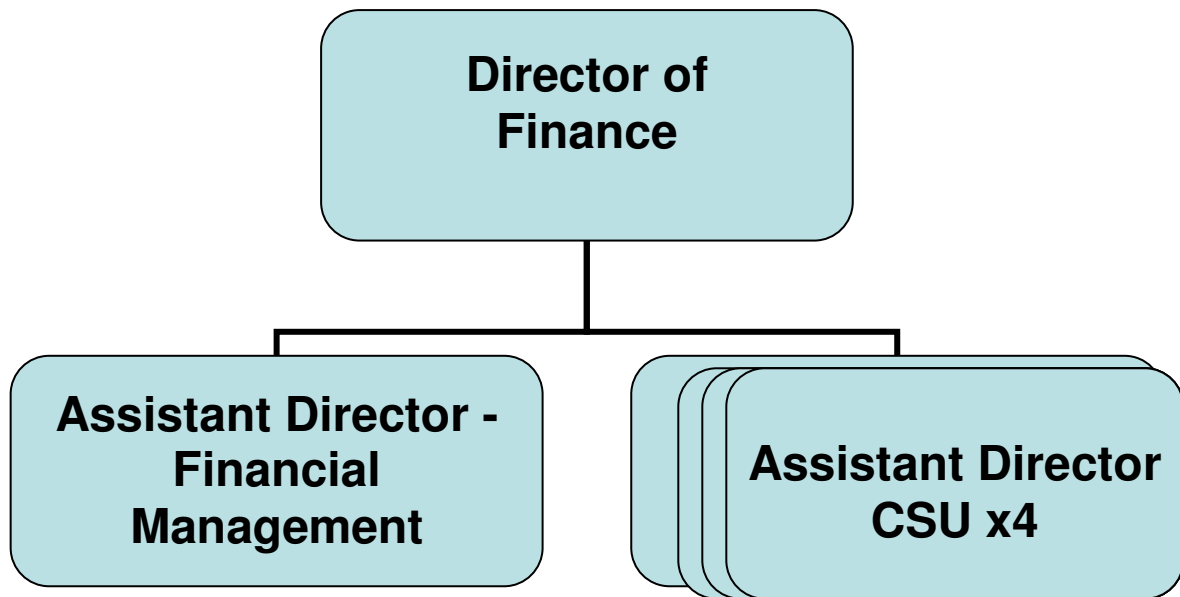
Contract management and monitoring, including performance, standards and practitioner development

GOS contract.

# **Performance Management and Service Improvement**



# Finance



Financial Strategy  
 Design of financial systems  
 Financial support to performance management function  
 Board financial assurance functions  
 Financial planning, including funding allocation, processing, monitoring and control  
 Management accounting  
 Financial accounting  
 Financial reporting  
 Review of regional and local Business Cases, including analysis of revenue funding issues; forming recommendations to Director.  
 Securing for the Board and for the LCGs /CSUs the full range of financial services  
 Provide the full range of FPS financial support.  
 Project accounting work - capitation, SRF, reference costs, financial returns etc.  
 Support for activity based funding.

Financial Support to LCGs  
 Financial support to commissioning function  
 Funding allocation, processing, monitoring and control.  
 Appropriate specialist finance functions on behalf of the region  
 Review of regional and local Business Cases, including analysis of revenue funding issues; forming recommendations to Director.  
 Securing for the Board and for the LCGs /CSUs the full range of financial services  
 Provide the full range of FPS financial support.  
 Project accounting work - capitation, SRF, reference costs, financial returns etc.  
 Support for activity based funding.

# **Social Care and Children**

## Director of Social Care & Children

### Assistant Director – Children & Families

Lead professional advice on securing effective commissioning arrangements for safeguarding children, family support, corporate parenting, leaving and after care, child and adolescent mental health services and services for disabled children including transitions to Adult Services regionally and locally and across all sectors.

Provide professional and managerial leadership ensuring systematic and comprehensive performance management.

Ensure robust standards of social care governance.

Hold Trusts to account for the safe and effective discharge of relevant functions as set out in the Scheme of Delegation.

Lead the Board's, including LCGs', integrated planning process in relation to family support and children's services, linking with Education and other agencies.

Ensure engagement of V & C sector.

Lead in securing strategic, professional and procedural arrangements required by all relevant legislation and policy guidance.

Lead responsibility for ensuring input with regard to children and families to the RAPHSW and to the Safeguarding Board for NI.

Represent the Director as appropriate in facilitating multi-disciplinary and interagency working.

### Assistant Director – Adults, Older People & Carers

Lead professional advice on securing effective planning and commissioning arrangements for safeguarding vulnerable adults, carer support, community care provision (including domiciliary, day, intermediate, residential and nursing home care) and services for adults and older people in relation to mental health, and disability, including transitions from Children's Services regionally and locally and across all sectors.

Provide professional and managerial leadership ensuring systematic and comprehensive performance management.

Ensure robust standards of social care governance.

Hold Trusts to account for the safe and effective discharge of relevant functions as set out in the Scheme of Delegation.

Ensure engagement of the V & C sector.

Lead in securing strategic, professional and procedural arrangements required by all relevant legislation and policy guidance.

Lead responsibility for ensuring input with regard to adults and carers to the RAPHSW and to the Regional Adult Protection Forum.

Represent the Director as appropriate in facilitating multi-disciplinary and interagency working and in achieving the most efficient use of resources to meet the holistic needs of adults and their families/carers.

### Assistant Director – Mental Health & Learning Disability

Lead professional advice on securing effective planning and commissioning arrangements for the full range of both social care and clinical services for adults and older people in relation to mental health and learning disability, including transitions from Children's Services, regionally and locally and across all sectors.

Provide professional and managerial leadership to secure service redesign and to ensure systematic and comprehensive performance management.

Ensure robust standards of social care governance.

Hold Trusts to account for the safe and effective discharge of relevant functions as set out in the Scheme of Delegation.

Ensure engagement of the V & C sector.

Ensure engagement with mental health and learning disability services users/carers and promote advocacy.

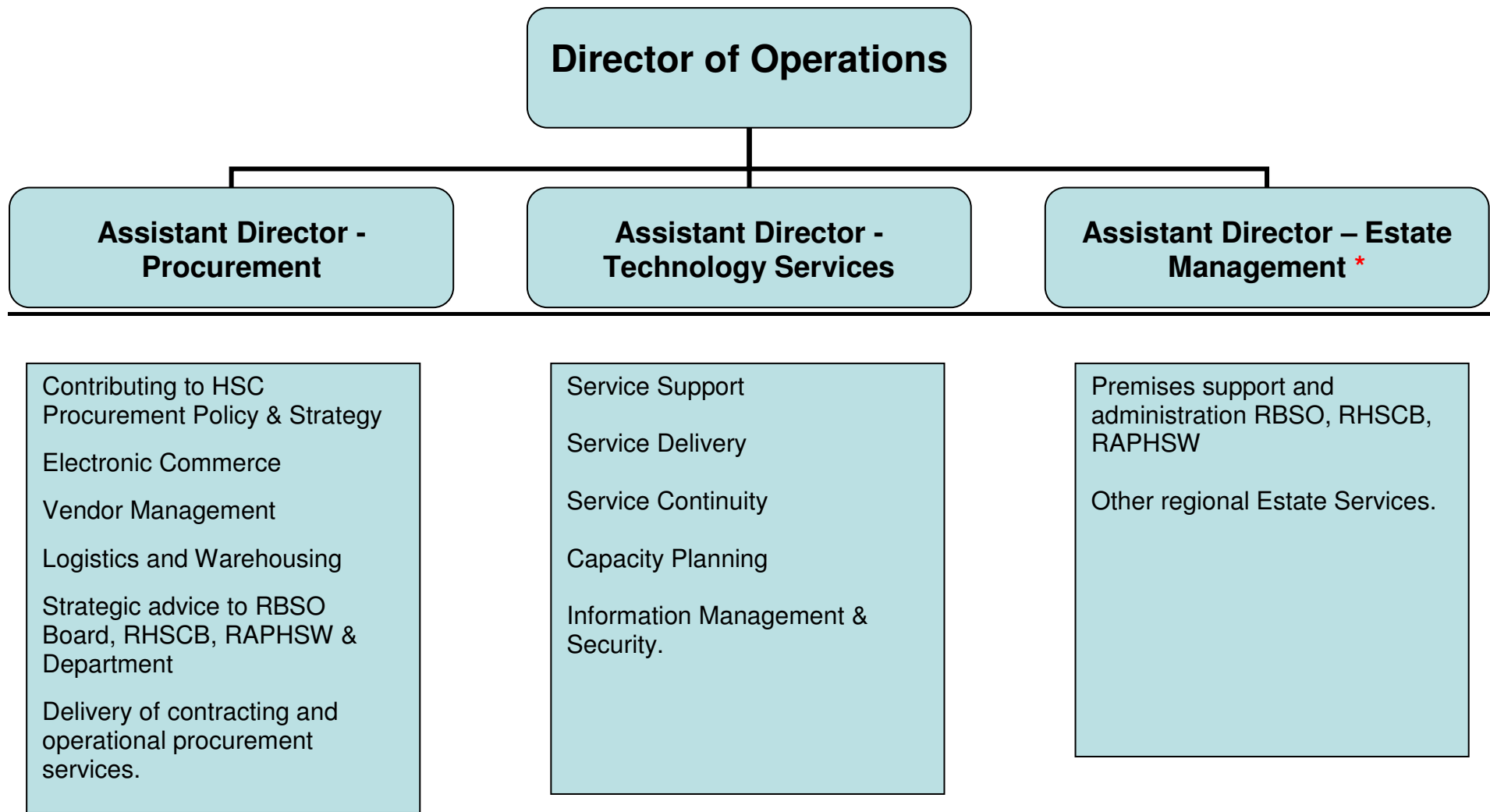
Lead in securing strategic, professional and procedural arrangements required by all relevant legislation and policy guidance.

Lead responsibility for ensuring input with regard to mental health and learning disability services for adults and their carers to the Regional Agency for Public Health and Social Well-being and to the Regional Adult Protection Forum.

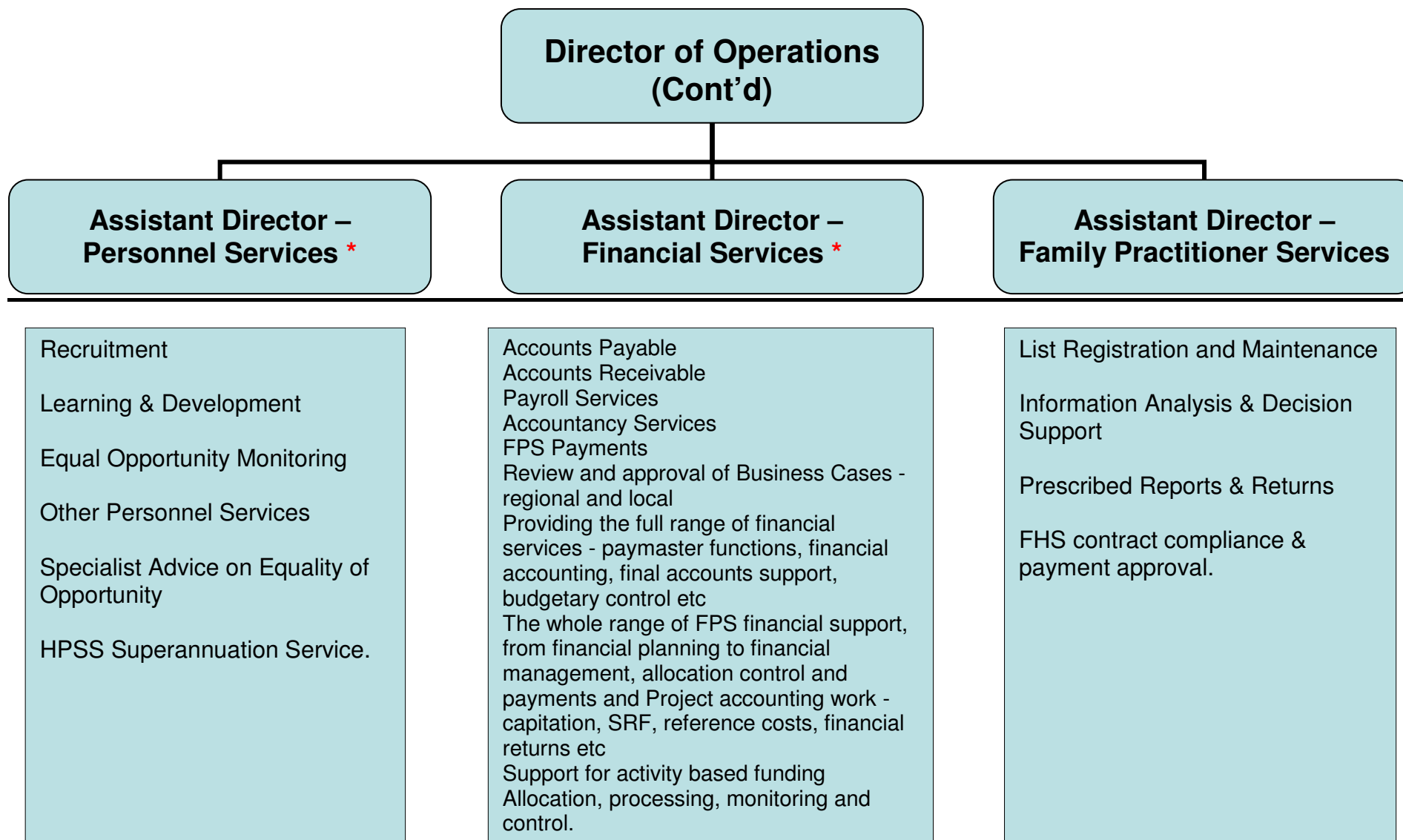
Represent the Director as appropriate in facilitating multidisciplinary and interagency working and in achieving the most efficient use of resources to meet the holistic needs of adults with mental health needs or a learning disability and their families/carers.

**RBSO**

# Operations

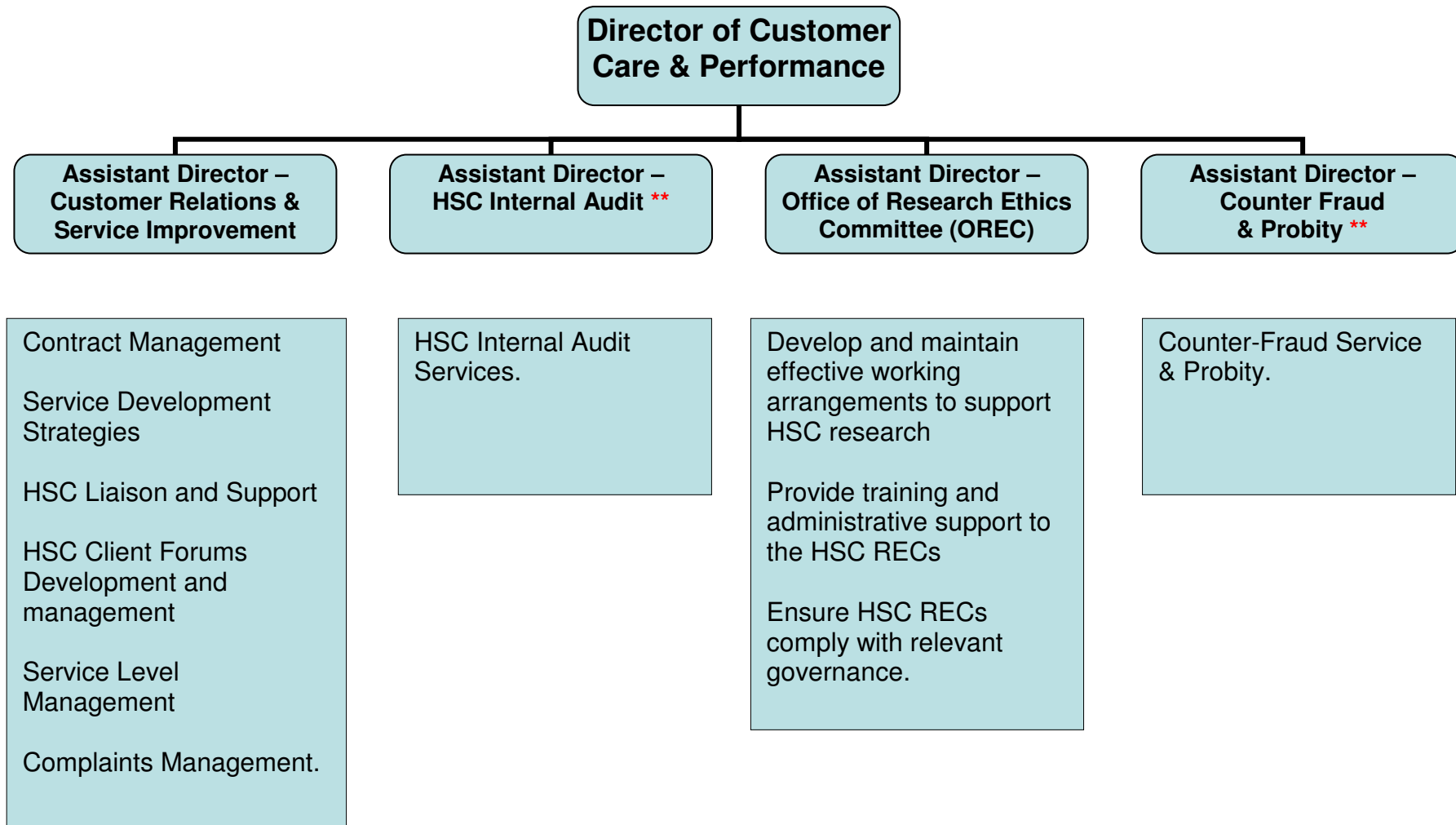


\* Post will not proceed immediately to trawl but will be timed with the development of Shared Services



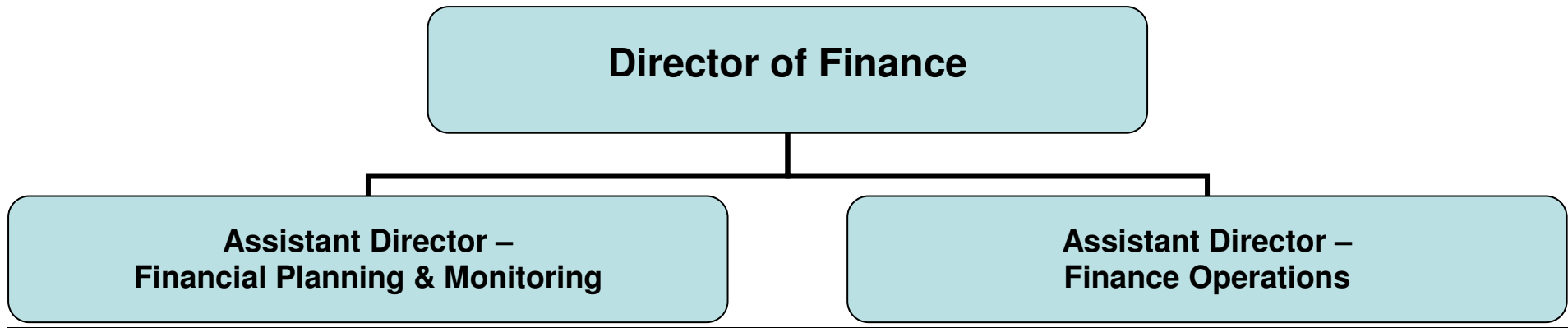
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# **Customer Care & Performance**



\*\* Post may be subject to further review

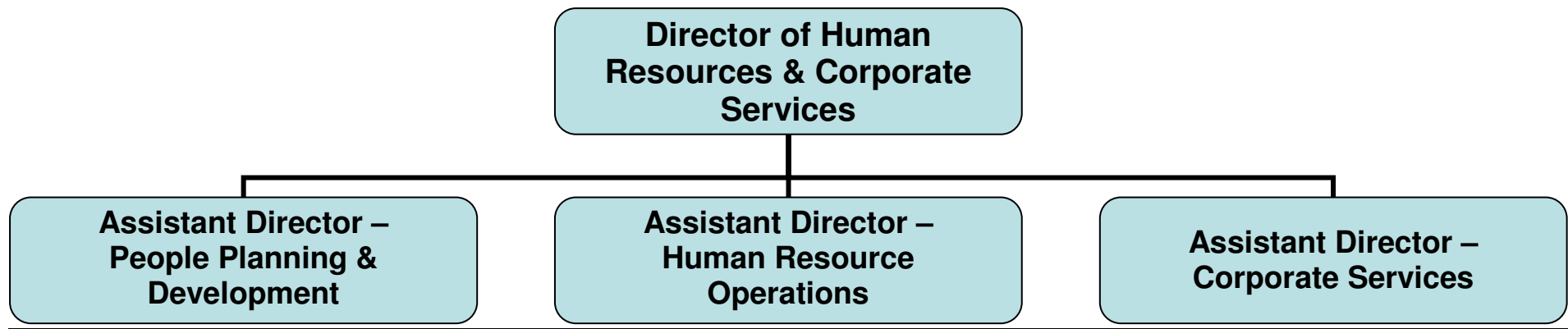
# Finance



Financial Planning  
Management of Budgetary Control service  
Financial Performance Reporting & Challenge  
Value for Money  
Support to Contracting with HSC  
Financial Advice to specified services  
Costing all aspects of the RBSO's functions for Financial Planning, SLA negotiations and performance monitoring and management.

Management of Shared Services SLA  
Preparation of Financial Accounts and Reports  
Capital Asset Accounting  
Corporate Risk Management  
Audit Liaison & Audit Committee Support  
Financial Advice to specified services  
Other Financial Services.

# **Human Resources & Corporate Services**



Strategic Planning

Policy Development and Implementation

Training and Development

Workforce Planning

HR Advice to specified RBSO Services.

Employee Relations

Management of Shared Services SLA

Grading and pay awards

HR Advice to specified RBSO Services

Other HR Services

Strategic and relevant operational support to other HSC bodies.

Secretariat Services

Communications

Freedom of Information

Corporate Services to RBSO.

# **Legal Services**

**Chief  
Executive**



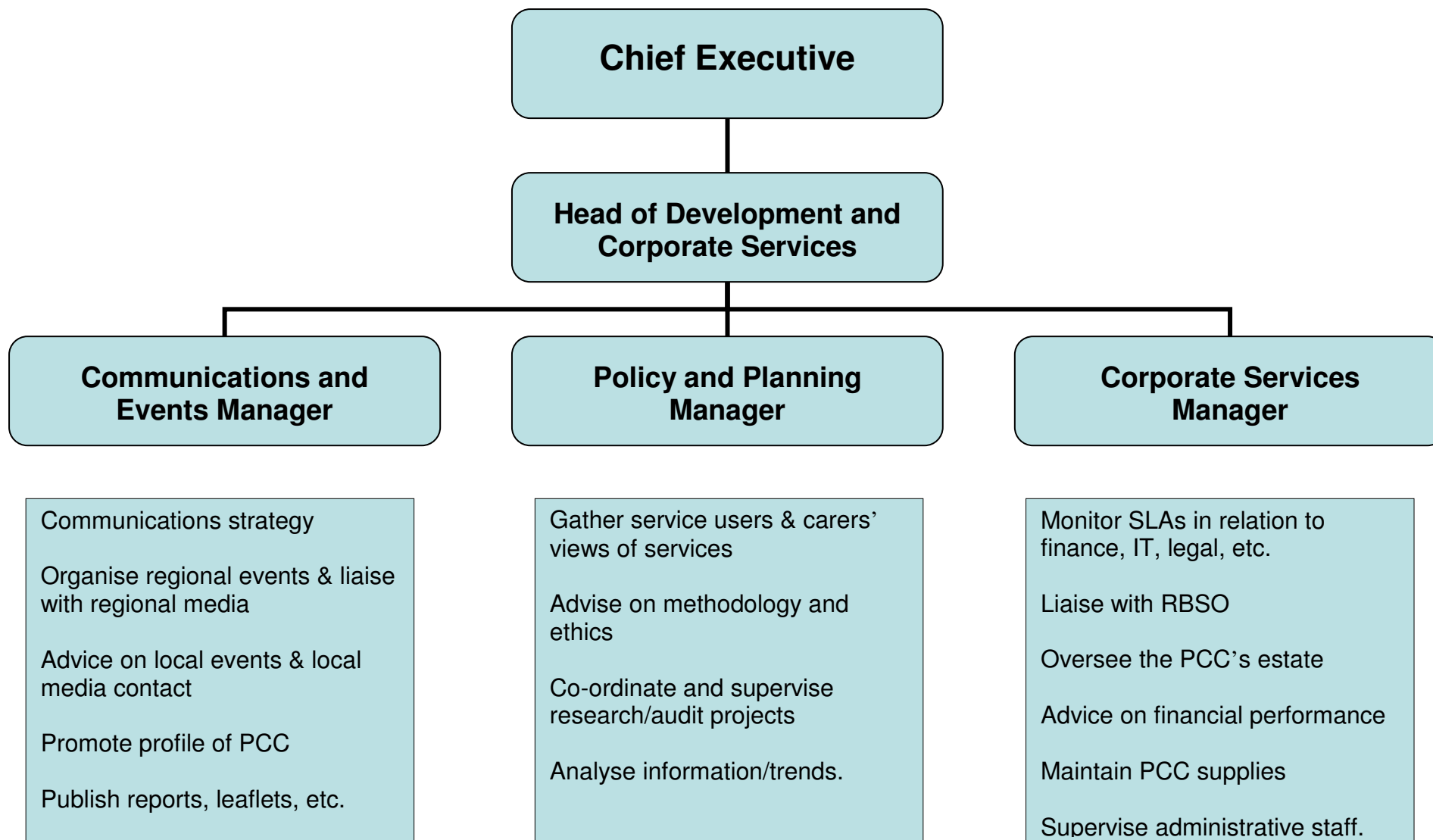
**Chief  
Legal  
Adviser**

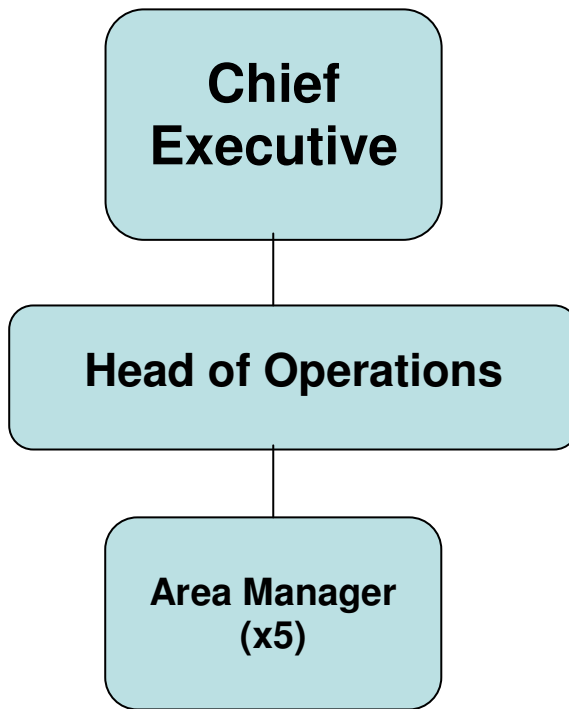
Advice on legal strategies and policies for all HSC bodies

Advice on compliance with statutory duties

Legal services:  
Clinical Negligence  
Family & Childcare  
Other Legal services inc. Risk Management.

**PCC**





- Management of local PCC office
- Trust liaison
- Local strategy and policy
- Administrative support for local advisory committees of the PCC
- Engagement with users, carers and their representatives at local community level.