

One Health and Community Services Playing our part in One Government

Public services in Jersey are changing. As part of the One Government approach, we are modernising our services to meet long-term goals for islanders, businesses, our economy and our island. As the biggest government department in the States of Jersey, Health and Community Services (HCS) is also changing, as we modernise to serve islanders better.

Our ambition for Jersey's health and care services

In launching the One Government vision for **'One island, one community, one government, one future'**, the States set out a very clear ambition for public services. Within HCS, we are clear about what delivering the One Government ambition means for us.

Our ambition is aligned to the States of Jersey's strategic priority to "improve islanders' wellbeing and mental and physical health". We also follow the One Government guiding principles for building a strong organisation.

To achieve our ambition, we will:

1. Support individuals to prevent ill health and adopt self-care as part of their commitment to maintaining a healthy lifestyle
2. Ensure services provided by HCS and external partners are high-quality, efficient and effective, working to recognised standards shared by professionals in health and social care
3. Harness the experience, ambitions and insights of professionals involved in delivering care when planning and organising services around our service users' needs and circumstances
4. Make best use of the resources available for the development and delivery of publicly-funded services, and to help ensure that service users secure value for money when paying for services
5. Ensure HCS is business-like in the way it works, encouraging staff to exhibit the behaviours and values that underpin the Team Jersey culture.

Ambitions

One Government vision



Our ambition as the public service is for all islanders to enjoy a good quality of life, in a fair and balanced society, sustained by a prosperous economy and outstanding, modern public services.



HCS vision



Our ambition for Health and Community Services is to create a healthy island with safe, high-quality, affordable care that is accessible when and where our service users need it.

Building on our strengths

Jersey has many strengths in our health and care services, and we need to build on them when designing change. Among our strengths are:

- Our committed workforce
- The breadth and depth of our services, despite the small size of our population
- Timeliness of services, compared with many jurisdictions.
- Our parish system and wider community assets
- Access to investment, as health remains a strong political priority in Jersey
- Our long-term care benefit scheme
- Our resilient primary care system and the prevalence of GPs in the Island
- The unique blend of private and public secondary care.

Our proposed care model

To deliver truly customer-focused care on a one island, one government approach, we need a clear understanding of the building blocks to meeting Jersey's overall health and care system needs.

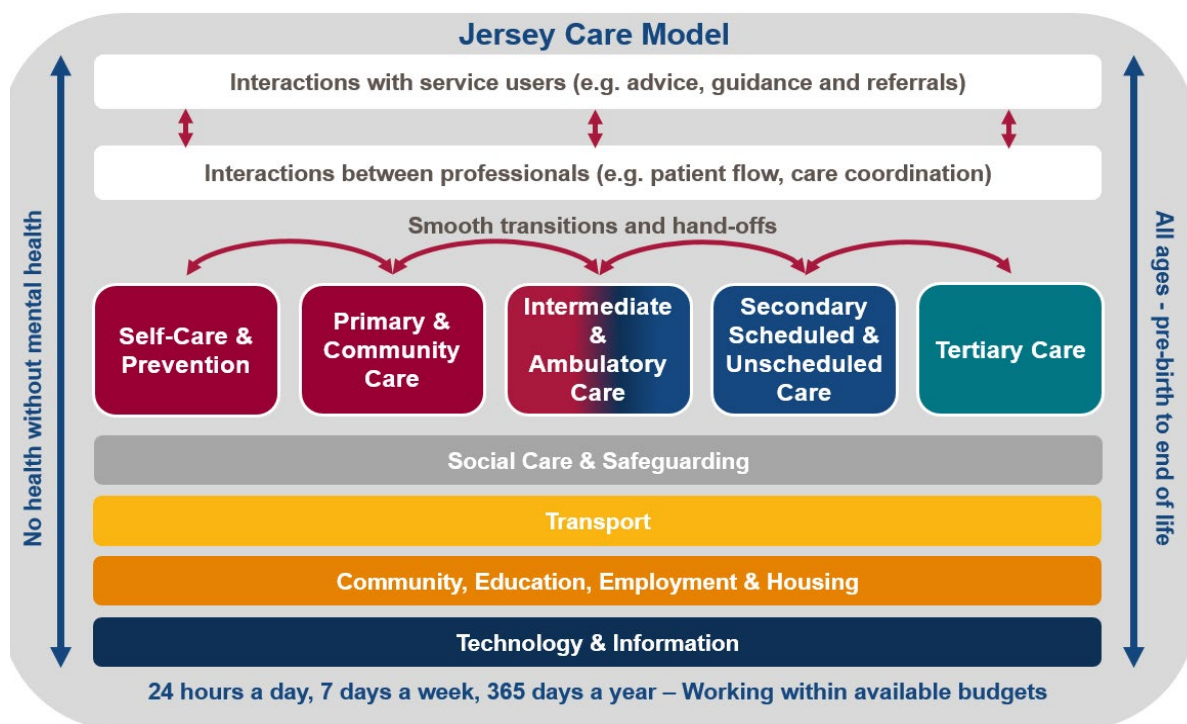
During summer 2018, a group of health and care professionals from across the island worked together to develop a care model that we could use to underpin all of our change initiatives. The output of the group's work is our proposed care model, shown below.

At the centre of the model are the core care types included in any health and care system:

- **Self-care** – includes the actions that people take to look after, treat and manage their own health, either independently or with the support of the health and care system
- **Primary care** – usually the first point of contact for people in need of health and care services, eg GPs, nurses, dentists, pharmacists and others
- **Intermediate care** – services that provide support for a short time, to help people prevent problems from getting worse, recover from an episode of care or increase independence
- **Secondary care** – treatment for a confined period of time for a more serious illness, injury, or other health condition
- **Tertiary care** – highly-specialised treatment, which for Jersey is provided off island.

The care model also identifies a number of core principles to improve our health and care services:

- There is **no health without mental health**. Mental health is just as important as physical health
- We must support people of **all ages**, from family planning to bereavement support.
- **Social care and safeguarding services** must underpin our health and community services.
- Service users must be able to rely on effective emergency and non-emergency **transport services**
- **Community services, education, employment and housing** are fundament, because it isn't just health services that keep people healthy
- Our services must be built on platforms that enable efficient working and evidence-based decision making, supported by **technology and information**
- There must be **smooth transitions and hand-offs** when service users transition from one type of care to another
- There must be **smooth interactions** in the way that professionals communicate with each other and how we communicate with our service users
- Services need to be available all day, every day, with **24/7 access**
- We must **work within available budgets**.



Benefits of the model

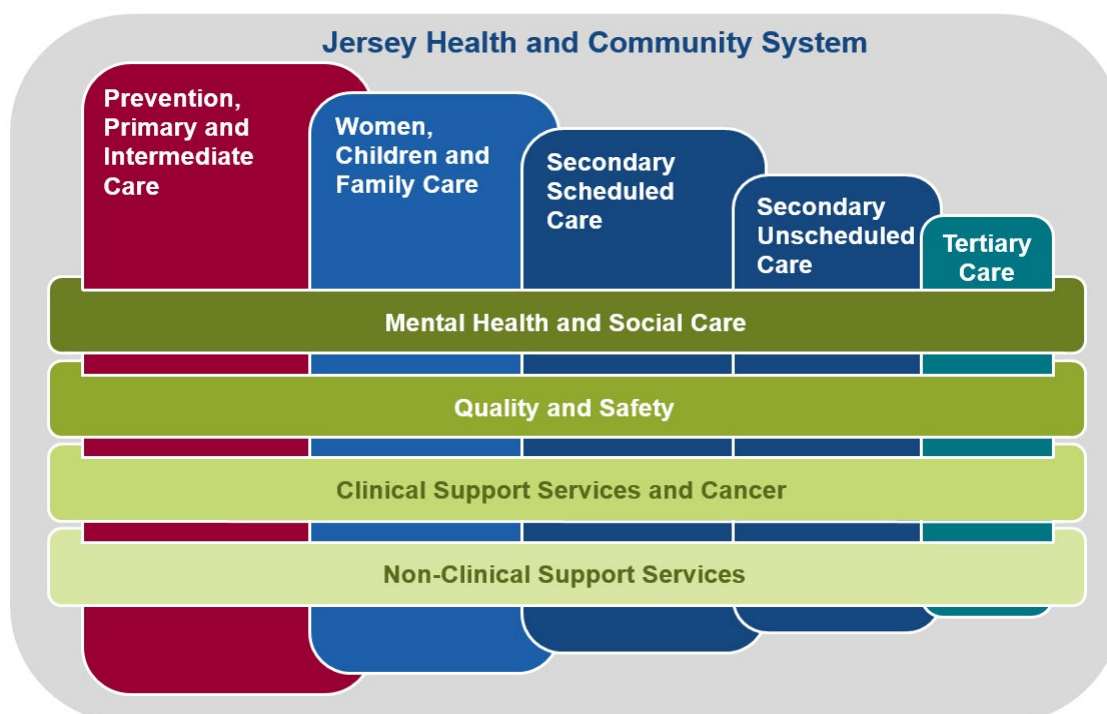
We believe that the proposed model has a number of key benefits for service users and staff.

Service users	Staff
Gives them more support for mental and physical health, which will reduce or prevent the need to access services in the first place	Creates opportunities to use their skills across a wider range of services, in collaboration with colleagues who have a more diverse range of skills
Makes it easier to interact with services when they do need help	Gives them greater autonomy in deciding how to design and deliver services, led by clinicians and professionals
Reduces waiting times and improve access.	Allows them to spend more time focusing on service users and less time navigating administrative and managerial processes
Ensures they don't stay in hospital any longer than is absolutely required	Ensures better use of our valuable resources
Improves service quality by establishing clear standards and creating processes for ensuring we are meeting those standards	Delivers a care system that is sustainable and effective.
Ensures our services are more joined up, so that service users have more seamless pathways and improved outcomes.	

Organising ourselves to support the care model

Like all other departments, HCS will be restructuring to enable us to work differently and achieve our ambitions. Our ambitions are linked to the proposed care model, so we need to be organised in a way that supports the effective operation of that model.

Our proposed structure for the overall Jersey health and care system is built around five care groups and four cross-cutting service groups. HCS will align our organisational structures to these groups:



Several key building blocks need to be in place to support the groups:

- Engagement with partner organisations, to ensure that the island's overall health and care system is organised around our proposed care model
- Organisational structures that are clinically and professionally led – “heads of” roles for each of the care groups, and cross-cutting services sitting alongside more general professional leadership roles
- Transparent and efficient governance structures, with clear accountability. Agreed and transparent standards for individual services and groups.
- A modernisation function that will bring together our transformation and digital teams to support priority change initiatives across the island.

Each group will be directly accountable for delivering a specific set of services. It will also be responsible for working collaboratively with other groups for the benefit of the whole system. The HCS Management Executive Team has assigned each of our health and community services to a group. The services in each group are not fixed in stone, and we will be taking feedback as part of the consultation on our proposed restructure. Details of the proposed services in each of the groups can be found at the OneHCS intranet page.

We expect the structure to be much flatter than our current organisation. This will streamline our operations and reduce the layers between our leadership team and our more junior colleagues.

From January 2019, where possible, we will start to implement our proposed group structure in shadow form, recognising that full transition to the new structure cannot happen until consultation is complete, feedback has been incorporated and individual members of staff have been appointed into specific roles. More information about our proposed leadership structures is set out in the accompanying '**Health and Community Services Reorganisation**' document.

Conclusion

The proposed changes have the potential to significantly improve services for islanders and to create new opportunities for those of us who work in health and care. Some of them will be relatively easy to implement; others will be quite hard and will take time. But if we rally ourselves around the new care model and create an environment where frontline teams are empowered to create the services they would want for themselves and their families, all of the changes are achievable.

The Management Executive Team hopes that this document will start a conversation about our future and the way we organise ourselves to deliver it. We genuinely welcome feedback as part of the consultation process about the restructure, and we also welcome informal dialogue about how we can improve our proposed plans and make them the best they can be.

We invite you to send your feedback, comments or questions to OneHCS@gov.je or to speak to a MEX member at any time. MEX members are Anthony (Mac) McKeever, Robert Sainsbury, Rose Naylor, Sarah Whiteman, John McInerney, Darren Skinner, John Howard, Steve Mair and Derek Law.

This is a four-page summary version of the full document. The full version, which contains further detail about how these proposals have been developed, can be found at HCS MyStates on the OneHCS intranet page.