

Deployment of Staff Resources in Health and Community Services

Project Specification

Background

The health and care system in Jersey is going through unprecedented demand pressure and change due to factors including an ageing population. The outdated healthcare estate is an additional challenge for providing efficient and effective health care. Two major programmes of work are addressing these challenges, the Jersey Care Model (JCM) and the 'Our Hospital' project. The Department of Health and Community Service's (HCS's) clinical and non-clinical management teams need to work closely with the frontline workforce to ensure that staff resources are deployed effectively and efficiently, and in such a manner as to support delivery of the JCM principles and enable the effective use of the new hospital.

At 31 December 2021, 2,475 staff were employed within HCS, up from 2,371 as at 31 December 2020. This represents over 30% of the entire workforce of the Government of Jersey. At 31 December 2021, the HCS workforce included 311 doctors as well as 1,442 nurses and midwives.

The development of a HCS workforce strategy to support the implementation of the JCM was delayed in 2021. The HCS workforce strategy is now planned to be finalised and launched by the end of June 2022.

Like all staff, medical staff are crucial to the delivery of the changes required to achieve the JCM. More than ever during this period of change medical staff (including Consultants) and managers (medical and general) have a joint responsibility to work closely together to provide the best possible healthcare within the resources available to them.

Job plans are part of a Consultant's contract of employment. They are an annual agreement that set out duties, responsibilities and objectives for the coming year. Effective Consultant job planning is a key mechanism through which operational managers and Consultants can agree, monitor and deliver effective services to patients and service users.

The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2005
- consider and report to the States on:
 - the effectiveness of internal controls of the States, States funded bodies and funds
 - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
 - the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

Objectives of this review

The review will evaluate:

- the progress being made in finalising and implementing a workforce strategy for HCS
- the effectiveness of the implementation plans supporting the workforce strategy
- the effectiveness of the proposed arrangements to monitor and report on progress being made in implementing the workforce strategy
- the effectiveness of the specific arrangements for the HCS medical workforce, including:
 - Consultant and other medical staff engagement
 - the clinical management of Consultants and other medical staff
 - the performance management of Consultants and other medical staff

- Consultant and medical staff job planning
- arrangements in respect of locum medical staff, including clinical supervision, performance management and job planning; and
- arrangements for management and oversight of the ratio of public to private patient activities.

Scope

The review will consider arrangements within HCS and will not extend to the wider health and social care system on the Island.

The review will encompass all specialities across HCS.

The review will not consider deployment of staff resources in contracted off-Island providers of healthcare.

The review will follow up on previous recommendations made by my predecessor in her 2017 report *Private Patient Income: Health and Social Services Department Follow Up* where the recommendations are relevant to workforce planning and management.

Approach

The review will commence with an initial documentation request. The findings of the document review will be followed up by interviews with key officers and with other stakeholders.

The review may include a survey of Consultants and other medical staff as well as focus groups with key staff groups.

The review will commence in June 2022.

The detailed work will be undertaken by affiliates engaged by the C&AG.



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