

**WRITTEN QUESTION TO THE MINISTER FOR HEALTH AND SOCIAL SERVICES
BY DEPUTY G.P. SOUTHERN OF ST. HELIER
ANSWER TO BE TABLED ON TUESDAY 22nd OCTOBER 2019**

Question

Will the Minister inform members what measures, if any, he has agreed to as part of his departmental Target Operating Model and efficiency savings targets; and will he detail what any such measures mean in terms of service delivery on the front line and what staffing reductions, if any, are involved?

Answer

The Health and Community Services (HCS) Target Operating Model assumes an efficiency saving of £1.2m in 2020. HCS has reviewed its operational model and restructured its delivery teams to move to an organisation that is clinically led and professionally managed. This organisational restructure will ensure that clinicians are at the centre of business-critical decisions that impact on delivery of care for our patients.

Our staffing model is not a reductionist model but is centred on making the changes required to deliver efficiencies and the care model that is right for our patients – a care model that is based on outcomes and experience and will ensure we have the patient and clinician voice at the heart of our decision making. The intention is to spend public money better and improve the cost effectiveness of our services, so funds can be released to reinvest in priorities for islanders and modernise existing services.

In order to deliver this, HCS has undertaken a review of its structure and implemented changes. It will be managing its staffing budget by this means and by a mix of a review and reduction in expenditure from some or all of the following, which will be determined as the year progresses:

- Overtime
- Effective management of sickness:
- Voluntary redundancy and early retirement:
- Reduction in the reliance on fixed-term contract (FTC) staff
- Reduction in the reliance on agency staff
- Vacancy review.

The service is confident there will be no impact on front-line services, rather there will be improvements in services, including as a result of investment in modern technology, which will automate a range of tasks that are currently done manually. This will ensure that we make the most productive and best value use of our services for the benefit of islanders.