

## 1.19.2 Responsibility & Accountability

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Please provide details of your proposed workforce resource lines of responsibility and accountability for staff  
(Maximum Word Count – no limit but be concise)

#### 1.19.2.1-Contract accountable role

As for Vocare's current GP-OOH service in Staffordshire, our Staffordshire Operational Director will be the single point of accountability for the contract and workforce to the CCGs and the CQC Registered Manager.

This role is a full-time dedicated resource that leads on ensuring day-to-day service delivery and that all aspects of workforce responsibility and accountability are aligned to delivery of a well-led, quality focussed service. The role has responsibility for workforce management, reporting, relationship management, service development and financial accountability and for working closely with the CCG and other system partners to develop and support service delivery.

This role will continue to work closely with the Area Medical Director and Area Clinical Director for Staffordshire, ensuring that general operational, clinical and professional lines of responsibility and accountability are clearly and appropriately in place at all times. They will also provide cover should the Area Operations Director be unavailable (e.g. annual leave).

The Area Team will be responsible and accountable to the Regional Team which comprises a triumvirate of the Operational, Medical and Clinical Directors and links directly into the divisional level Executive Team.

#### 1.19.2.2-Contract management/leadership team

Replicating the existing successful workforce structure, the contract leads reporting to the Staffordshire Operational Director will be the Operations Manager, Medical Lead and Clinical Services Manager. They will have clear, specific day-to-day responsibility for managing the workforce on shift reporting into and escalating to the Area Team as required.

Figure 1, for the North Lot, shows these management roles, the team structure and the support provided by resource shared across our Staffordshire contracts and by our wider corporate functions. Figure 2 shows the equivalent for the South Lot.

In the South Lot, we will continue to use our specialist contract, Gables Offender Healthcare, to deliver the GP-OOH for the populations of the Staffordshire prisons.

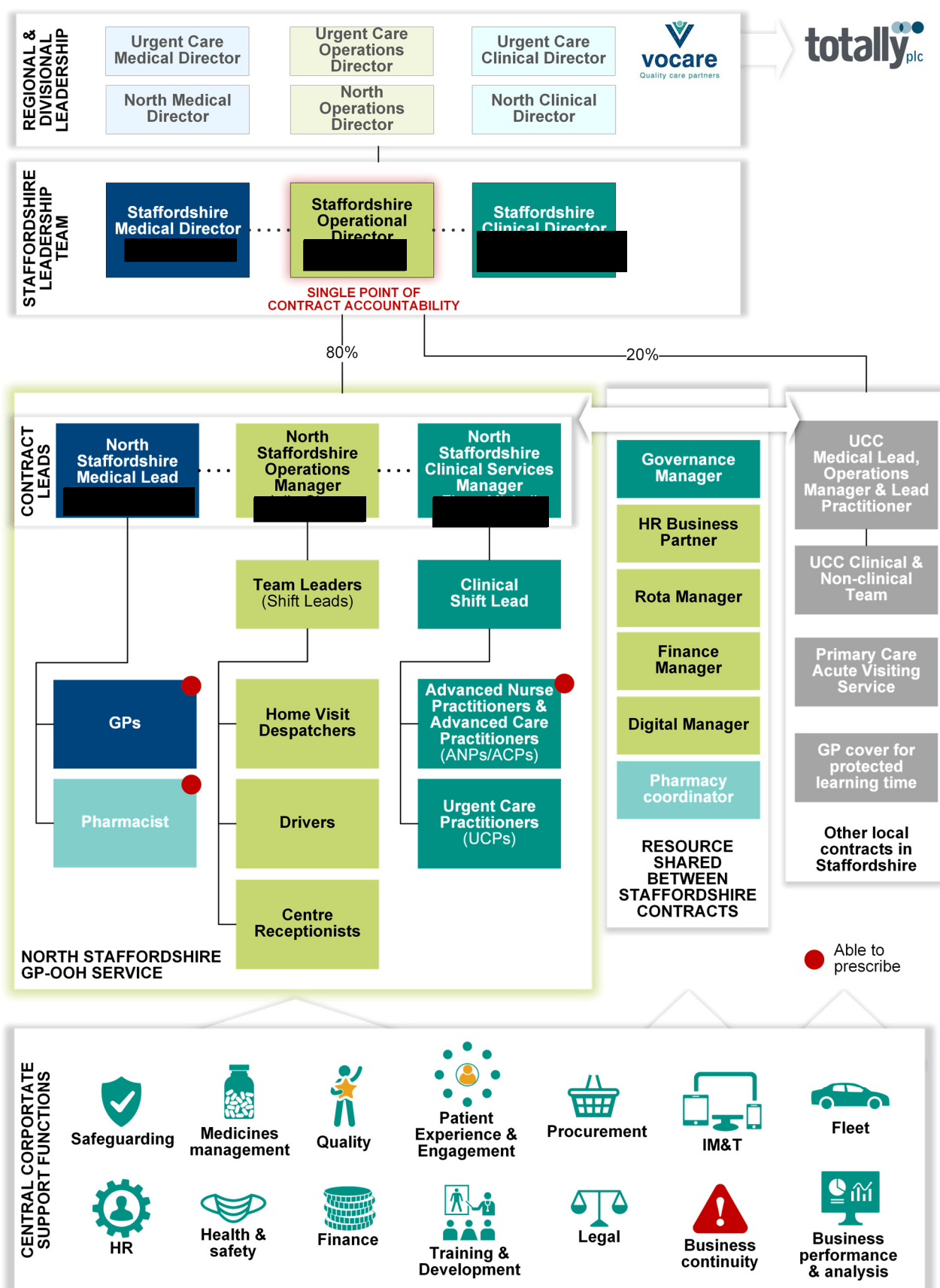


Figure 1: Lines of responsibility and accountability for the North Lot

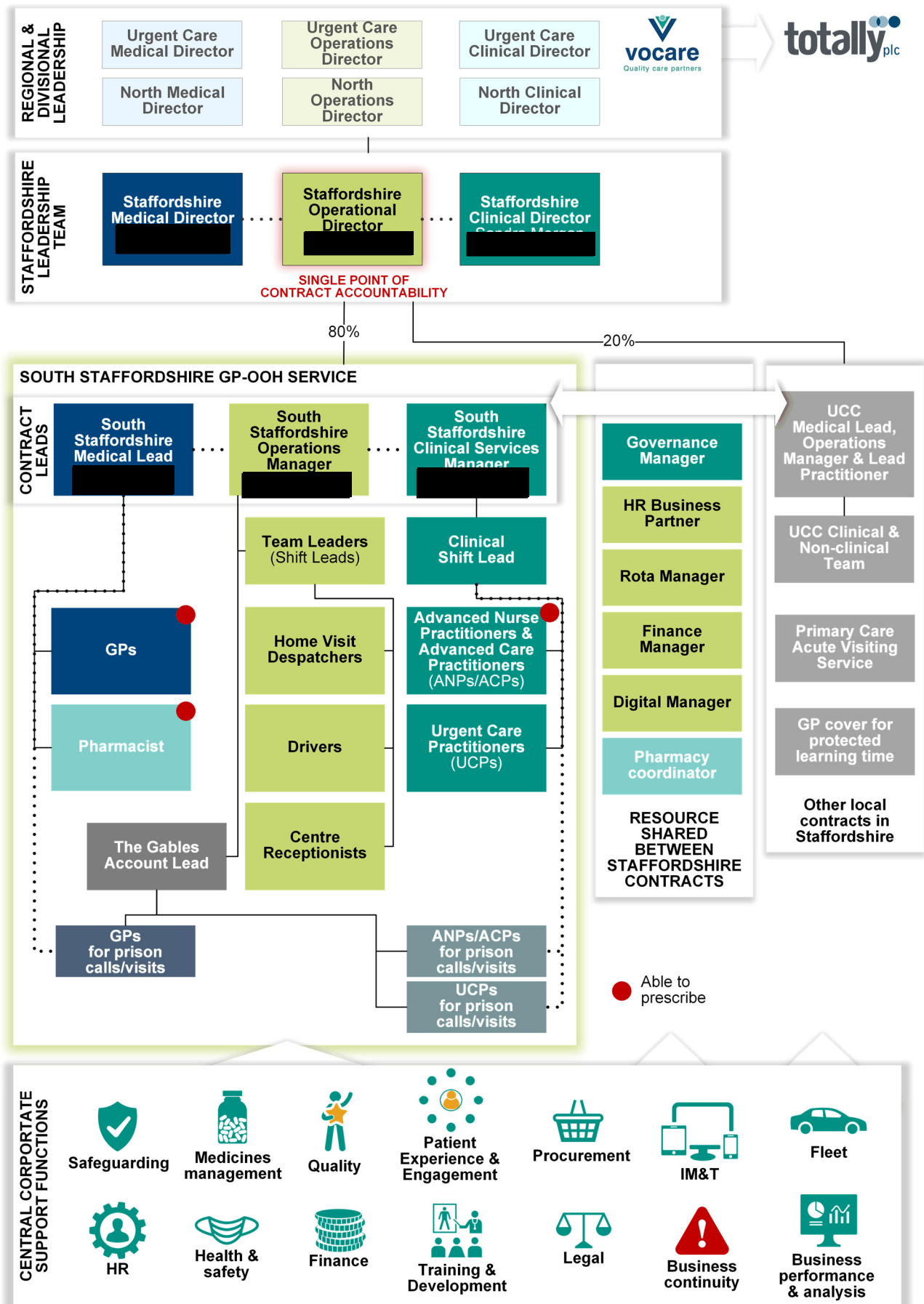


Figure 2: Lines of responsibility and accountability for the South Lot

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### 1.19.2.3-Non-clinical roles

The non-clinical roles in the structure (e.g. Drivers, Receptionists and Despatchers) will report into named Team Leaders for both shift and line management responsibilities. The Team Leaders will be the first line manager on shift and will report to the contract's Operations Manager.

### 1.19.2.4-Clinical roles

Vocare will continue to deliver the service using a multi-skilled clinical team. As shown in Figures 1 and 2, non-medical clinicians e.g. Advanced Nurse Practitioners, Advanced Clinical Practitioners and Urgent Care Practitioners (excluding the Pharmacist) will report to the Clinical Shift Leads. Line management will be by the Clinical Services Manager.

All medical roles and the Pharmacist will report to Clinical Shift Leads but be line managed by contract's Medical Lead. They will be supported by Vocare's Head of Medicines Management to ensure specialist oversight and best practice.

This structure means that as well as having a named line manager, each individual has a named person on every shift to go to for support or escalation etc.

We operate a clear escalation plan for Shift Leads to escalate anything at any time to the Area Management Team and upwards via the Regional Team to the Executive Team at divisional level as required.

Our Executive Team also includes operational, clinical and medical members to ensure responsibility and accountability for all individuals in the workforce at all levels.

### 1.19.2.5-Subcontracted roles

Vocare is choosing to continue its existing subcontracting arrangement for the provision of the service to the Staffordshire prisons to the specialist Gables Offender Healthcare. The Gables is long standing subcontractor that provide specialist initial triage for clinical needs in a variety of contracts with Vocare.

From the existing service, The Gables and its team has a good understanding of the requirements within the prisons and the variations in demand and presentations of the different prisons.

The Staffordshire Operational Director will continue to have monthly accountability meetings with The Gables, in which they review activity, KPI performance and timeframes, governance, incidents and quality indicators. All these metrics will be incorporated into Vocare's overall reports to the CCGs.

We have protocols and procedures embedded to ensure parity of access for all clinical needs. On the new contract, the NHS-111 services operated by WMAS will contact The Gables Duty On Call GP to notify them of a case (which will be visible to our Shift Leads on the the WMAS instance of Adastra they we will all be using. This visibility will ensure our Shift Leads to provide oversight until the case relating to the prisons is completed either remotely (telephone) or after a local visit.

#### **1.19.2.6-Risk, safeguarding and medicines management accountability**

Figure 3 shows the line of accountability and escalation from the contract to the divisional Executive Team, including for risk and for safeguarding for the North Lot. The structures will be equivalent for the South Lot, with the addition of The Gable structure within the contract team.

Medicine management accountability will travel from the clinicians (Figures 1 and 2 show which roles are able to prescribe) to the Lead Pharmacy Technician who reports to the Urgent-Care Lead Pharmacist. That role then reports to the Head of Medicines Management, who is a direct report of the Divisional Medical Director.

#### **1.19.2.7-Corporate support roles**

In addition to the above structure, the contract team will receive oversight, expertise and specialist input from various corporate support functions, including:

- Governance Team.
- Safeguarding Team.
- HR & Recruitment Team.
- Medicines management roles.
- Workforce management from the rota team.
- Finance and Commercial Team.
- Group Head of Resilience for business continuity and disaster recovery planning.



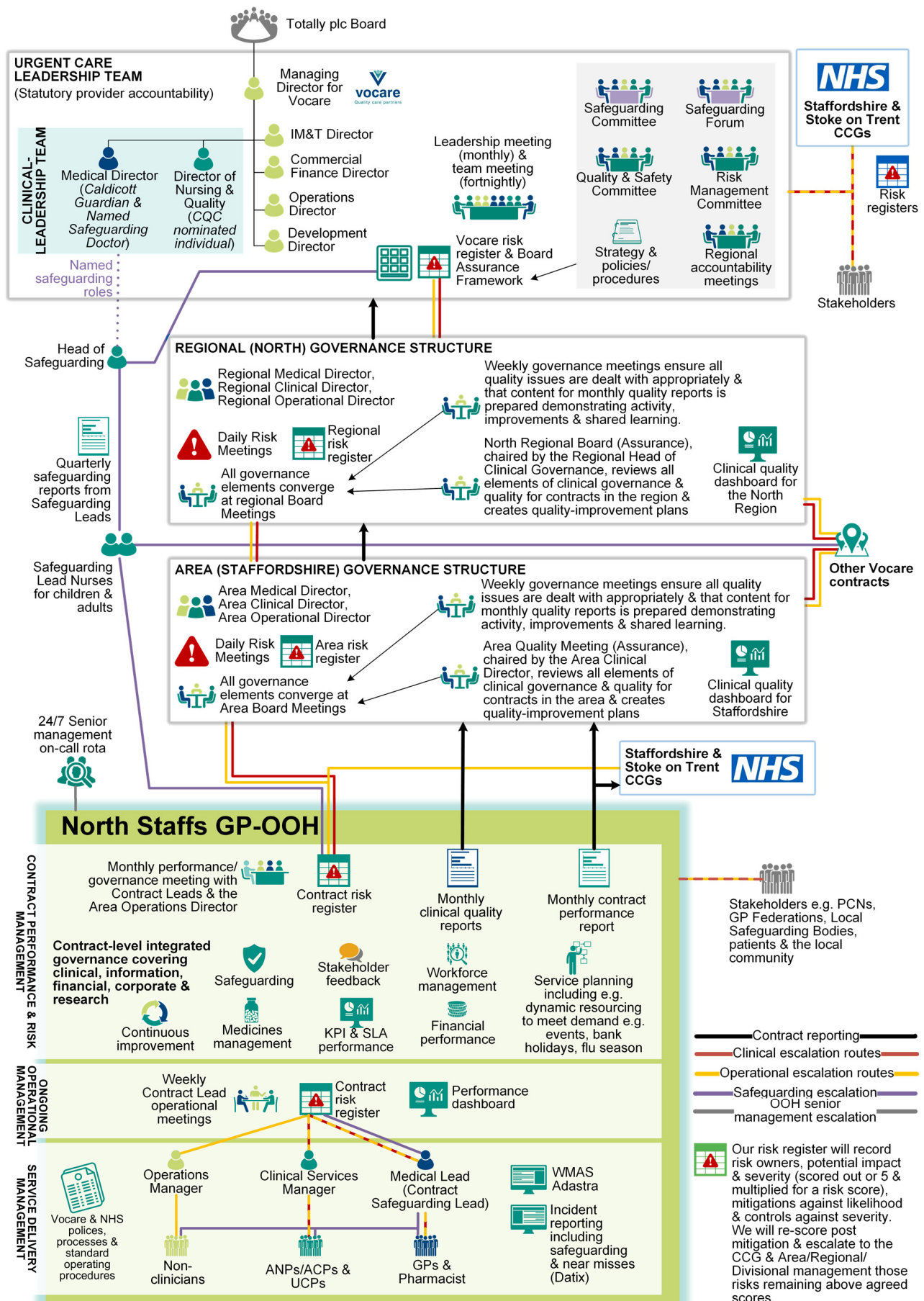


Figure 3: Lines of accountability including risk and safeguarding for the North Lot