

29th June 2021

Questions/Feedback on Restructure – Lifetime Care

1. How do we provide feedback on a restructure that has not yet been worked out i.e. there are no details about numerous roles or functions?

Response

Information around the proposed restructure was provided through a number of forums. For Lifetime Schemes there were all of staff town halls on 3 June 2021, 15 June 2021 and 24 June 2021. These forums were used to outline the proposed model and provide answers to questions posed through the consultation feedback channels and live in the town hall sessions.

In addition to the town halls details of the proposed organisational structures were circulated and placed on the company intranet site. Draft role descriptions for new roles were also made available.

A number of feedback channels were set up so questions could be asked and answered regarding the proposed organisational structure. These included an on-line feedback form, dedicated e-mail address, the aforementioned town halls and direct correspondence with the accountable executives and the CEO. Where details of the proposed model were unclear to an individual there were a number of means of seeking that clarity.

It is not possible to work out every detail of a proposed structural change in advance. icare has been very open that elements of any adopted model will necessarily develop over time as structures and ways of working embed. This may be causing some staff to feel unclear about the proposed changes, but we are committed to working together as an organisation to make sure any model implemented is successful.

2. In the proposed move, there is a risk that the PSO will lose all intimate knowledge of the participant leading to communication issues and potential distress for the participant. How has a person-centred philosophy been applied when deciding to move administration support out of the operational teams?

Response

If the proposed model is adopted the PSO roles will remain embedded in their existing teams doing the same work that they are currently doing. As such there is no risk of loss of knowledge or connection to the participants.

What is proposed to change is the hard reporting line for the PSO. This is being proposed to help ensure consistency of practice across the PSO group, move to best practice ways of working, leverage the scale and diversity of experience in the PSO group and establish a pathway for better technical support for the PSO group.

The proposed matrix structure will need some time to embed. It will require the Team Leaders in the frontline teams to work together with the Team Leaders in the operations area to ensure the PSOs are supported, are delivering against the needs of the frontline teams and are enhancing the way they deliver services. The support required to make this successful will be in place through the new Team Leader roles.

3. If the objective was to bring decision making closer to the participant, how does adding another level of management (Team Leaders in Service Delivery) achieve this?

Response

The reference here appears to relate to the Team Leaders in Strategic Delivery that are proposed to have the PSOs and TSOs reporting to them. If this is the case, as it appears to be, then this does not create another level of management. These Team Leaders would have a clear role in developing the PSOs and TSOs while building best practice as part of an operations centre of excellence.

4. Why are the proposed new Team Leader roles sitting in Service Delivery when they appear to have an Operational role?

Response

Again, the reference here appears to relate to the Team Leaders in Strategic Delivery that are proposed to have the PSOs and TSOs reporting to them. They have been positioned in Strategic Delivery to create an operational centre of excellence for Lifetime Schemes.

The aim of the proposed model is to separate, to the extent that it makes sense, the delivery of services to the customers we support, from the administration functions required to assist in this delivery. If the new Team Leader roles were placed under the General Manager Frontline there would be less of the desired separation and a risk that the focus on driving excellence in the administration functions would take second place to the work required to deliver frontline services to our customers.

The proposal aims to help ensure consistency of practice across the PSO group, move to best practice ways of working, leverage the scale and diversity of experience in the PSO group and establish a pathway for better technical support for the PSO group. Driving this from the Strategic Delivery team makes sense as the other operational support is in this team, project delivery is in this team and the links to IT are in this team.

5. How will the new Team Leaders enhance the work of PSO's?

Response

As noted in the earlier responses, the objectives of the new Team Leader roles includes development and career planning for the PSOs, enhancing the way they deliver services, ensuring consistency of practice across the PSO group, moving to best practice ways of working, leveraging the scale and diversity of experience in the PSO group and establishing a pathway for better technical support for the PSO group.

6. With management now further away from participants (now a GM across all Lifetime schemes), will additional resources be provided to increase frontline resources?

Response

Under the proposed model management is no further away from the participants we support. This question appears to refer to the change in the span of control for the General Manager Frontline. This will change the way this General Manager supports and develops the frontline delivery team. The aim is to develop and empower every member of this team so that they deliver optimal support for the participants to whom we provide services.

Resourcing for the frontline teams will be considered under any adopted model. The roles already budgeted in this regard will be recruited for in the new financial year. As we understand more about workloads and where administrative efficiencies can be gained, the requirements for delivery of services to our customers can be re-evaluated and if additional staff are required these new roles can be added to the existing workforce.

Questions/Feedback on Restructure – Dust Diseases Care

1. How they're going to distribute the important work of the deleted roles of middle managers in DDC without further burning out current overloaded team leaders?

Response

The effective operation of DDC is a key priority for icare. The existing structure has too many layers of management which is creating inefficiencies and barriers between feedback from the frontline teams and the point at which strategic decisions are made. Under the proposed model this is addressed but will require an examination of the ways in which the teams deliver services.

Improved process guides, better technology and simpler more effective ways of working will all assist in making this change a success. It will require some time to embed but will ultimately lead to decision making that is closer to the customer, more empowered staff and better outcomes for our clients.

We have recognised the initial strain this may create and approve additional frontline roles to better spread the workload. These are being recruited to at the moment. We have also proposed the creation of some specialist advisor roles for DDC to ensure critical subject matter expertise is transitioned in a way that sets the DDC teams up for ongoing success.

2. If the Screening team is coming back to DDC following the feedback from DDC, what happens with the Manager, Medical Screening role, if that's deleted like the other middle managers in DDC? How are those duties distributed between team leaders and are the grades going to reflect the additional responsibilities?

Response

If the Screening team moves to the Frontline Team within Lifetime Schemes the Manager, Medical Screening role will report to the Head of DDC. There will be no other change to the Manager, Medical Screening role or the Screening Team.

3. What does a day in a life of a TSO will look like? How are they going to manage having two team leaders (one they report to for daily tasks, one they report to for timesheet and leave).

Response

Similar to the responses around the PSOs, initially the only change for the TSOs is in their hard reporting line. The TSOs will remain embedded in their existing teams doing the same work they currently do under the direction of the existing Team Leaders.

The role of the new Team Leaders in Strategic Delivery goes beyond timesheets and leave and covers consistency of practice across the TSO group, moving to best practice ways of working, leveraging the scale and diversity of experience in the PSO/TSO group and establishing a pathway for better technical support for the TSOs.

On a day to day basis this will involve the Team Leaders in the frontline area and the Team Leaders in the operations area collaborating around needs and delivery mechanisms as well as on performance and development conversations. The TSOs will gain the benefits of better collaboration, internally and with the PSOs, and leaders with a focus on improving their work practices and supporting their development as a collective.

The proposed matrix structure will need some time to embed. It will require the Team Leaders in the frontline teams to work together with the Team Leaders in the operations area to ensure the TSOs are supported, are delivering against the needs of the frontline teams and are enhancing the way they deliver services. The support required to make this successful will be in place through the new Team Leader roles.

4. Medical Assessment Panel (MAP) has not been included in the new model. Who are they reporting to and how is that panel run? The manager who runs the MAP is being made redundant.

Response

The Medical Assessment Panel will be supported by the Application and Onboarding Team under the Head of DDC, as is currently the case. The MAP Support Officer role will also report to the Head of DDC.

We have recognised the expertise and experience that resides with the Manager Application & Onboarding and are looking at ways to transfer this expertise and reduce the dependency on a single person. This will be done via the development and upskilling of the Application and Onboarding Team and working with the MAP doctors to design a better, more efficient way of operating the MAP.

5. Records for DDC is an important team within DDC. Whilst they are classed as back office staff they have a hand in decisions with each team within DDC, their work is not just admin work. Why are they being moved out of DDC and still doing work for DDC?

Response

The Records Team will continue to support DDC as the work to digitise more of the client files wraps up. By moving this team to Strategic Delivery, they then have the potential to support all of Lifetime Schemes, so as the requirements for DDC diminish they can look at supporting other schemes. Service Development and Strategic Delivery provide support across all of Lifetime Schemes and include all the back-office support for the schemes. As such, it makes more sense to sit the Records Team in this area than in the frontline teams which are focused on interactions with clients.

6. DDC have already had a restructure that we are only 6 months into the new ways of working, why are we being gutted?

Response

DDC is being set up for ongoing success. Sustainability and efficiency are keys to this ongoing success. The introduction of a new operating model in January of this year was the first phase in this process. We are now setting the structure that will allow DDC to operate into the future.

Aligning the back-office support across all of Lifetime Schemes will increase the support available for DDC, allow a move to better ways of working and provide greater consistency in how services are delivered.

Bringing the frontline teams together allows closer collaboration on the delivery of support to our customers. It also provides an opportunity for the frontline staff in DDC to look at different career options in other schemes as DDC begins to run off.

We are investing in the resources to develop operating guides for DDC and refining the processes used in the support of our clients. We are also bolstering the frontline teams to assist with the workload during this transition. A new system for DDC will be developed over the coming 12 months providing the opportunity to build better processes and controls. All of this sets DDC up for success, with the proposed structure providing a sustainable base to build from.