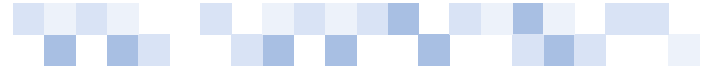




# National Primary Care Networks

emerging from the national networks supported by NatPaCT  
for PCT Chief Executives, Chairs and PEC Chairs



## Organisational Design Toolkit

February 2005



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This toolkit has resulted from discussions with PCT Leaders, including participants at Network events 'Does Size Matter?'. These Network events were held as a result of heightened debate about appropriate organisational shape and size of PCTs.

PCT Leaders concluded that one shape or size does not fit all and local circumstances must dictate organisational fit. They also concluded that PCT must lead local discussions about organisational size and that PCT Leaders should be proactive in instigating that debate.

This document is intended to support PCT Leaders with that initial internal debate and provide the basis of a decision making process. The toolkit is simply structured, requesting responses to key organisational design questions and prompting reflection on consequences and conclusions to those key issues. The resulting conclusions should form the foundation of strategic leaders' plans for organisational shape.

This document should mature with use – we value your feedback to help its development. Please comment on the value of the toolkit via [Sandra.ingham@btinternet.com](mailto:Sandra.ingham@btinternet.com)

Edna Robinson  
NPCN Lead  
February 2005

# Content:

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The toolkit is divided into 7 sections. Each section has a list of pertinent questions about organisational design to prompt debate at Board and strategic leadership levels. Following these prompts there are questions about the consequences of this discussion and any potential impact on improved organisational design.

- **Section One.....Current Arrangements**
- **Section Two....Delivery**
- **Section Three....Drivers for Change**
- **Section Four....Proposed Changes**
- **Section Five....Stakeholder Engagement**
- **Section Six....Resource Analysis**
- **Section Seven....Next Steps**

# Section One: Current Arrangements

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**What is the size of your local population?**

**Describe your current organisational arrangements**

**What is the size and shape of the local health system?**

**How is your local authority arranged?**

- Co-terminous?
- County Council?

**Any other local government arrangements which impact [e.g. elected mayor]**

**Describe your relationship with key partners [e.g. other PCTs, acute trusts, etc]**

**Describe your level of clinical engagement**

**What are the strengths of the current design of the organisation?**

**What are the weaknesses of the current design of the organisation?**

**What are the consequences of these issues?**

**What conclusions can you draw and does this impact on organisational design?**

# Section Two: Delivery

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What is the current performance rating of the PCT

- No star
- 1 star
- 2 star
- 3 star

Delete as appropriate

What are the current performance challenges facing the PCT on the balanced scorecard?

What is the financial performance of the PCT?

Of the key functions of the PCT, which is the best and worst area of performance?

- Health gain
- Health commissioning
- Health provision

**What are the consequences of these issues?**

**What conclusions can you draw and does this impact on organisational design?**

# Section Three: Drivers for Change

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How was the idea of a change of arrangements introduced into your organisation?

- By the Board?
- By your CEO?
- By the Chair?
- By the SHA?
- By other? If so, who?

Delete as appropriate

Was the current organisational arrangement causing difficulty? If so, what kind of difficulty? If no, what has been the reason mooted for a change in organisational arrangements?

Are there any difficulties in recruiting key staff for the PCT? Please illustrate.

**What are the consequences of these issues?**

**What conclusions can you draw and does this impact on organisational design?**

# Section Four: Proposed Changes

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**What kind of organisational change is being proposed?**

**Which key performance measures are being targeted by the changes proposed?**

**Does the organisational change improve Executive functions or resolve a recruitment dilemma?**

**In Section One, you described your relationships with key partners, how will these relationships change as a result of the proposed changes?**

**In Section One, you described your level of clinical engagement, how will these relationships change as a result of the proposed changes?**

**In Section Two you described the best and worst areas for performance of the key functions of the PCT. In your view, will all three functions improve as a result of the proposed changes?**

## With the changes we are contemplating .....

- Do we risk losing local specialisation? If we do, is this a calculated loss versus other gains? Are roles based on function rather than geography more valuable?
  
- Are we favouring tall or flat structures? What are the implications for communication, motivation and overhead costs if we shift in one or other direction?
  
- Are units or work best grouped – i.e. on expertise, geography or another criterion?
  
- If we are integrating different segments, what kind of mechanisms can we choose from?
  
- What approach should the Board and strategic management take to maintaining adequate control over outcomes? Are decisions best centralised or delegated? Do we need to formalise standing orders and policies?

If we are considering the strategic management function and its shape, we should consider what the role of the centre is, what value does it add to different parts of the organisation? If the centre becomes further removed how does it stay in touch and close to the action?

How does the new shape.....

- Improve efficiency ?
- Provide expertise ?
- Foster innovation ?
- Mitigate risk ?
- Provide a strong external image ?
- Encourage collaboration and coordination of effort and broker external linkages ?
- Set standards and assess performance and intervene to improve performance ?

**What are the consequences of these issues?**

**What conclusions can you draw and does this impact on organisational design?**

# Section Five: Stakeholder Engagement

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**What processes are being used to discuss the proposals?**

**Are your local stakeholders aware of your current proposals?**

**If yes, what is their response?**

**If no, can you anticipate their response?**

**Do you have a strategy in place to deal with these responses?**

**How are the public and service users being involved in these discussions?**

**What are the consequences of these issues?**

**What conclusions can you draw and does this impact on organisational design?**

# Section Six: Resource Analysis

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**What resources are required to deliver this organisational change?**

**How will this impact on delivery?**

**How can you mitigate this impact?**

**What role is the SHA having in these discussions?**

**How can the SHA best support this debate?**

**Is there any support you need as an organisation to further these discussions?**

- **Connection to other PCTs in similar positions**
- **Process facilitation**
- **Further evidence on organisational design – e.g. evidence on organisational mergers**
- **Other....please specify**

# Section Seven: Next Steps

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**What action do you need to take now?**

**The National Primary Care Networks may be able to provide further support to your organisation. Please contact the Networks via [Sandra.ingham@btinternet.com](mailto:Sandra.ingham@btinternet.com)**



