

ITEM: 11/029  
DOC: 02

**Meeting:** Trust Board  
**Date:** 23 February 2011

**Title:** Transfer of Haringey Community Children's Health Services (HCCHS) to Whittington Health

**Executive Summary:** Following an Expression of Interest process running from 15<sup>th</sup> December 2010 to 14<sup>th</sup> January 2011, NHS Haringey selected Whittington Health NHS Trust (currently The Whittington Hospital NHS Trust) as the preferred provider of HCCHS from 1<sup>st</sup> April 2011.

This allows a challenging timescale of just eleven weeks to complete the transfer of community services from the current provider, Great Ormond Street Hospital NHS Trust (GOSH), to Whittington Health.

The addition of HCCHS would complete the portfolio of local community services already transferring to the new Integrated Care Organisation (ICO) on 1<sup>st</sup> April 2011, and would be a good strategic fit. As an existing provider of health services to the children and families of Haringey, The Whittington has a good understanding of their health needs and the transfer has strong clinical support.

The attached report outlines the programme of work underway to ensure that the Due Diligence process is completed to the satisfaction of the Trust Board and to bring any major issues and risks to the attention of the Board.

**Action:** For information and approval of proposed next steps

**Report From:** Ian Kent – ICO Programme Manager  
Maggie Buckell – Service Director Islington Children's Services

**Sponsor:** Siobhan Harrington, Acting Chief Executive

**Compliance with statute, directions, policy, guidance**

**Reference:**

**Compliance with Care Quality Commission Regulations / Outcomes**

**Reference:**



## **1. Introduction**

The establishment of Whittington Health on the 1st April 2011 as a new organisation that will have a comprehensive portfolio of adult and children's services across Islington and Haringey will mark the creation of a new type of local NHS organisation. The focus will be on improving the health of all residents of Islington and Haringey and improving access to healthcare for our deprived communities.

Whittington Health will have a senior team who together have a long experience in the strategic development and delivery of children's services, and who have committed to continue the development of the broad portfolio of children's community health services currently delivered by NHS Islington alongside those delivered at the Whittington. Bringing the experience and skills of HCCHS into the new organisation at the outset would enhance our ability to deliver care across the full age range in both Haringey and Islington. The NHS Islington service has a very similar portfolio of services to HCCHS, and in 2010/11 they had an overall budget of £21 million and employed 440 WTE staff. The service is well-performing and has successfully attracted additional investment over the years with a strong tradition of clinical innovation and an ambition to deliver continuous improvements.

HCCHS employ 250 staff and deliver the following range of community health services provided through four multidisciplinary teams that match London Borough of Haringey service structures:

- Health Visiting
- School Nursing
- Family Nurse Partnership
- Oral Health Promotion
- Infant Feeding Support
- Safeguarding Service
- Community Paediatrics
- Speech & Language Therapy
- Paediatric Physiotherapy
- Paediatric Occupational Therapy

A Project Team has been established, and has met twice to oversee the transfer of services. However, as many of the issues are pertinent to the establishment of the ICO generally, it has been agreed to add the transfer to the remit of the ICO Management Group. This group is chaired by the Acting Chief Executive of the Whittington Hospital and meets on a fortnightly basis.

## **2. Current Position**

Due diligence work has commenced and a range of information requests submitted to GOSH. However, given the timescales, it is unlikely that all this work will be completed before 1<sup>st</sup> April 2011, so the Whittington Board will need to take a view on this potential risks and mitigations in relation to the transition. The major issues that have arisen to date are as follows:

- The quality of the financial data is limited and it is therefore difficult to establish a budget baseline. On the information received so far there appears to be a budget gap on the initial contract offer of £8.1 million for 2011/12.
- Although it was agreed between the Trust's that GOSH could begin a staffing consultation on 7<sup>th</sup> February 2011 on the TUPE transfer of HCCHS to Whittington Health, there are some outstanding TUPE issues to be resolved.

- It is proving problematic to agree the baseline costs for the estate, particularly the leases and rentals of premises occupied in Haringey and The North Middlesex Hospital. There are plans to move staff off the St Ann's site, but these haven't yet been costed in terms of capital or revenue consequences and the impact such moves might have on Whittington Health.
- Arrangements need to be made to ensure that an effective procurement system is in place prior to the transfer, similarly with the collection of relevant performance data and access to information systems.
- There is an overriding risk that, with the disaggregation of the PCTs and concern over the future financial position, there will be a loss of key individuals who hold the organisational memory related to these important services.

### **3. Next Steps**

The Due Diligence work is continuing and there are on-going discussions with NHS Haringey commissioners. NHS London has been briefed regarding the current position.

Much of the transactional work to transfer HCCHS has been aligned with the work that is already well underway to transfer Haringey and Islington Provider Alliance, which is scheduled to be completed on time. It seems likely that the management group will be able to implement mitigating actions in relation to estates, procurement, information and performance data.

The two major issues that remain are agreeing a contract sum and the staff TUPE issues. Every effort will be made to resolve these issues. There is the potential for significant reputational impact to both Whittington Health and NHS Haringey should agreement not be reached to transfer these services in line with the initial timescale.

The Trust Board is therefore requested to approve the continuation of the Due Diligence work and agree to proceed to a draft Business Transfer Agreement, which, where possible mitigates against these risks if agreement cannot be reached by 1<sup>st</sup> April 2011,