

Trust Board Meeting – 25 SEPTEMBER 2013

Treatment Centre Transfer

PURPOSE	The paper provides an update on the transfer of the Surgicentre and clinical service to the Trust on the target date of 14 th September 2013.
PREVIOUSLY CONSIDERED BY	
Objective(s) to which issue relates *	<input checked="" type="checkbox"/> 1. To continuously improve the quality of our services in order to provide the best care and optimise health outcomes for each and every individual accessing the Trust's services <input checked="" type="checkbox"/> 2. To excel at customer service, achieving outstanding levels of communication and patient, carer and GP satisfaction <input type="checkbox"/> 3. To provide and support the best standards of integrated care for the elderly and those with long term conditions by developing key partnerships and services <input checked="" type="checkbox"/> 4. To consolidate services and enhance local access to specialist services in order to deliver high quality, safe, seamless, innovative and integrated services which are sustainable <input type="checkbox"/> 5. To support the continued development of the Mount Vernon Cancer Centre and provision of leading local and tertiary cancer services <input checked="" type="checkbox"/> 6. To improve our staff engagement and organisational culture to be amongst the best nationally
Risk Issues (Quality, safety, financial, HR, legal issues, equality issues)	<p>Risks have been identified and are included on the Trust Datix system. Risks are reviewed and managed through the project structure.</p> <p>The high risks relate to an adverse affect to the Trust's governance risk rating and reputation from inherited performance and financial impact of the transfer are worse than predicted. These are being mitigated through the baseline assessments, dialogue with CCG and TDA and daily PMO's to review costs and performance of the centre.</p>
Healthcare/ National Policy (includes CQC/Monitor)	
CRR/Board Assurance Framework *	<input checked="" type="checkbox"/> Corporate Risk Register <input checked="" type="checkbox"/> BAF
ACTION REQUIRED *	
For approval	<input type="checkbox"/>
For discussion	<input checked="" type="checkbox"/>
For decision	<input type="checkbox"/>
For information	<input checked="" type="checkbox"/>
DIRECTOR:	Director of Strategic Development
PRESENTED BY:	Director of Strategic Development
AUTHOR:	Assistant Director, Hospital Project Team
DATE:	11 th September 2013

Treatment Centre Update

1. Purpose

- 1.1 The paper provides an update to the Board on the progress made since the Trust Board made the decision in July 2013 to enter in to the legal agreements facilitating the transfer of the Surgicentre and clinical services from Clinicenta Ltd to the Trust. The paper provides an update on each workstream, overall programme progress towards meeting the target service transfer date, key milestones that have been achieved, key issues and the baseline review process. The target transfer date remains 14th September 2013.

2. Introduction

The project has an established project governance structure; each work stream has a Trust and Clinicenta lead, who meet regularly to implement the service transition. This is coordinated internally via the Trust Project Board, led by the Director of Strategic Development, which meets weekly, monitoring progress and reviewing key risks and issues. Issues of concern are either escalated to the daily project managers' conference call for resolution or if significant to the weekly CCG led Project Board.

Since the July Board meeting the project has achieved the required four milestones in accordance with the project programme. These are

- **Settlement Date** - 8th August 2013 - Signature of all legal documents
- **Settlement Completion Date** – 15th August 2013 - Transfer of monies to Carillion, transfer of building and equipment to the Trust, short term lease with Clinicenta Ltd for transition period.
- **Service Transition Board** – 9th September 2013. Confirmation of service transfer date.

- 2.3 At its meeting of the 9th September 2013 the Service Transition Board approved the service transfer date of 14th September 2013 with three conditions precedent. These were:

- Completion of outstanding milestone 5.1 (full subcontracts list and agreed way forward)
- Updated project programme with all tasks achieved in full as at 12th September 2013
- Development of an agreed 'cut over plan' detailing the full tasks, team on site and escalation plans for the service transfer weekend.

- 2.4 These will be considered by a special Project Board scheduled for the 12th September 2103 and once agreed that the conditions are satisfied service transfer will take place on 14th September 2013. At the time of writing there were no issues anticipated that would affect the achievement of these three conditions.

- 2.5 Each workstream update is provided in the following sections.

3. Buildings, Equipment and Assets

- 3.1 The Independent Tester inspection process has been completed, the report finalised and Clinicenta have developed an agreed rectification plan. The majority of the works to building are due to be completed by service transfer however; there will be a number of works that will be undertaken after this date. These are insulation repairs to the undercroft, window replacements and repairs and mastic and sealant changes to the windows. Clinicenta Ltd will need to agree access with the Trust using the protocol set out in the Deed of Release and ensure that the works do not affect the operation of clinical services. Sign off of these works will be by the Authority who will use the Independent tester if necessary to assure this sign off.

- 3.2 The equipment audit has also been completed including instrument sets and retinal screening equipment and all equipment on the transfer list is accounted for. The equipment that is required to provide the services is in place and transferred to the Trust. Should any equipment be missing after the service transfer date there is redress through the CCG legal agreements with Clinicenta Ltd.
- 3.3 Arrangements for the licences for the community retinal screening clinics have been agreed and those held by NHS property services are anticipated to be entered in to ahead of service transfer. One licence for Portmill Surgery is agreed between the parties but will remain outstanding at service transfer and will be signed in the week of 16th September 2013. This will not have an operational impact.
- 3.4 The final milestone for this workstream is the process of topping up of stock and a full stock take, this will take place on 13th September 2013.
- 3.5 The baseline assessment to determine any infrastructure integration works continues and does not affect service transfer and includes fire, CCTV systems, ID badges, and this review will be completed at the end October 2013.

4. Workforce

- 4.1 Clinicenta's Employee Consultation Forum meetings have taken place over the last four weeks and conclude on 10th September 2013. Open briefing sessions with RoE staff and 1-2-1's with TUPE staff transferring have taken place and positively received. At the time of writing 37 required staff are transferring to the Trust under TUPE and all posts that were not required left prior to transfer. 22.4 wte TUPE staff have left or been redeployed within the Carillion organisation.
- 4.2 Plans are in place to write to all RoE staff on service transfer advising them of the end of their secondment and also to write to the TUPE staff welcoming them to the Trust. ARC sessions for all previous Surgicentre staff will be held shortly after service transfer.
- 4.3 All Clinicenta Ltd directly employed bank staff will TUPE to NHSP on the service transfer date and the registration of the required agency staff with NHSP is progressing according to plan.
- 4.4 All required employee data has either been transferred to the Trust or there are plans in place for this to happen at service transfer.

5. Operational, Clinical and Ophthalmology

- 5.1 Clinicenta Ltd been booking patients for the week's post service transfer over the last few weeks and the Trust operational leads have full sight of these bookings. It is understood that the centre is currently working at, c.60% capacity and 56% theatres utilisation with 14 beds open/operational with staffing from the wards being used to underpin the theatre recovery area staffing. The move to full utilisation is being planned by the Trust Operational leads and daily PMO style meetings are being held with the Executive Team to plan and manage this transition along with the financial position.
- 5.2 The Trust has provided Clinicenta Ltd with a medical director for the transition period and plans are in place to extend fully the SHO orthopaedic rotas to the centre by the end of September 2013. In the meantime, the current RMO's will be used to underpin the service. Further recruitment to clinical posts is underway for key vacancies e.g. locum Ophthalmologist.
- 5.3 The procurement route for the medical records scanning project has been agreed and a preferred supplier agreed. The Trust will manage this project over the coming months but it is being funded in equal parts between the CCG, Clinicenta Ltd and the Trust.

5.4 The baseline assessment on performance and waiting list management is underway and initial findings are due by the end September 2013. The final arrangements for the PWC review of data quality in terms of outcome forms, discharge summaries etc are being progressed. Finally, the Moorefield's service review remit has been agreed and commissioned and will commence shortly.

5. Services Agreements and Subcontracts

5.1 The two major novations of contracts for Nuffield Health (SSD) and System C (Proxima PAS) were signed at Settlement Date. Positive meetings have been held each provider to ensure a smooth service change over.

5.2 Key Health Solutions (EBME) have confirmed that they are happy with terms of the novation agreement and it is anticipated that this will signed this week. An initial meeting has been held to take the contract forward at an operational level.

5.3 The Trust has decided to incorporate the therapy service to the Centre in its existing contract with Hertfordshire Community Trust.

5.4 Since Settlement Date we have agreed to also novate the G4S contract to the Trust and this is also anticipated to be signed ahead of service transfer.

5.5 In terms of the other smaller sub contracts many more have been identified over the last few weeks and arrangements are now in place to either enter in to new agreements for these or extend existing Trust contracts to cover with service/equipment within the centre.

5.5 All of the Trust 21 SLA leads have been briefed and arrangements are in place to manage any changes required as a result of the service transfer.

6. Communications

6.1 All internal and external communications are being managed in accordance with the agreed communications plan. Further briefings for GP's, MP's and other stakeholders are planned for the service transfer in line with the plan.

6.2 Clinicenta have provided all patient literature, branded clinical documentation and other documents and the patient facing ones have been prioritised, reviewed and will be replaced with Trust headed documentation on service transfer. The external signs for the centre and directional signage have also been reviewed and will be replaced over the service transfer weekend. This is to ensure that the centre is de-branded of the Clinicenta Ltd name and clearly rebranded as the Treatment Centre.

6.3 The Trust has reviewed Clinicenta Ltd's website and agreed the relevant information that will be transferred to it website ready for the current URL to be redirected over the transfer weekend.

6.4 Arrangements have also been made with NHS Choices to link the Surgicentre pages to the Trust pages for the 16th September 2013.

6.5 A detailed Marketing and Communications Plan designed to provide confidence to GPs and potential patients and drive an increase in surgical referrals has been developed with input from clinical staff.

7. Information Technology

- 7.1 All of the PC's and associated hardware required for service transfer have been built, tested and are already stored in the centre ready for installation on 14th September 2013. The network switches have also been installed in the centre ahead of the service transfer. The Trust virtual network to support the IT systems and the new PAS system has also been built and testing carried out and is ready to receive the data from Clinicenta on 14th September 2013.
- 7.2 Arrangements are also being finalised with Clinicenta Ltd's smaller IT systems/software providers to novate current agreements to the Trust to ensure that the full required suite of IT is available. All systems providers are either on site to assist with the IT transfer or have provided access to their systems to support the process.
- 7.3 The two telecommunications teams have arranged for the phone lines to be novated and the maintenance agreements for the exchange is in place. The main contact number will be redirected to the main Lister switchboard initially but we are exploring ways allow patients to contact the departments directly thus reducing the demands on the switchboard.

8. Data

- 8.1 The data warehouse, reporting and coding programmes are in place and tested with extracts from Clinicenta Ltd's data to ensure that the SUS and other returns can be made post service transfer.
- 8.2 CSC the Trust current iPM PAS provider has been contacted to understand the timescales, costs and technical considerations involved in the final transfer of data from Proxima to iPM PAS. This change over will not happen until the operational service is stable.

9. Governance

- 9.1 The governance baseline assessment continues based on information provided by Clinicenta Ltd including policies SOP's, risks and CQC compliance and there are no issues that are affecting service transfer.
- 9.2 The Trust governance policies will be rolled out to the centre and the Trust will report on performance of the services within the centre as part of the usual performance and assurance frameworks.
- 9.3 Positive meetings have been held with the CQC and they have confirmed that any Clinicenta current compliance issues will not be transferred to the Trust. CQC have taken the view that it is "business as usual" for the Trust post service transfer date and that they do not plan to inspect the service for the first 3/6 months.
- 9.4 The revised statement of purpose will be sent to the CQC following confirmation by Project Board on the date of service transfer.

10. Finance

- 10.1 The high level financial model developed in advance of the baseline assessment process illustrated a loss of £2m in 2013/14. The impact of this on the Trust's net surplus, both year to date and full year forecast, is reflected in the month 5 financial report. As the baseline assessment reaches its conclusions and the Trust's management of the centre commences fully, the financial model will continue to be refreshed and the Board updated of the position.

11. Next Steps

- 11.1 Following service transfer the current governance arrangements will continue including the CCG project board to ensure that any outstanding issues are managed and resolved. Then the project will move to business as usual and the centre fully under the management of the surgical division. The CCG will be ensuring that the last set of milestones is met by Clinicenta and final invoicing and other payments are made. Arrangements for Trust final invoicing for services under the Staff Services Agreement and Services Agreements are in place.

12. Recommendation

- 12.1 The Trust Board is asked to note the paper.