

## COUNCIL OF GOVERNORS' MEETING

19<sup>th</sup> July 2017

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| Paper Title:   | Wakefield Children's services  |
| Lead Director: | Debra Gilderdale Director of Operations and Nursing                            |
| Paper Author:  | Cathy Woffendin Deputy Director of Nursing, Children's and Specialist Services |
| Agenda Item:   | 4  |
| Presented For: | Information  |

### PURPOSE OF THIS PAPER

The purpose of this paper is to provide an overview and brief history of the processes put in place following contract award of Wakefield Children's services and to share reflections on lessons learnt during this process.

### SUMMARY OF KEY POINTS

Following a successful tendering process which began in August 2016, the Trust was informed on 12 December 2016 that it had been awarded the Wakefield 0-19 Children's services and the NHS England 5-19 Vaccination and Immunisation contracts. Feedback from commissioners was very positive - the tender scored 76.61 out of 80 for quality.

The 5 year contract value for the 0-19 Children's Services with Wakefield Council and the Vaccination and Immunisation services with NHS England represent over £35 million of new business.

### RECOMMENDATIONS:

That the Council of Governors:

- Notes the work undertaken by operational and corporate services to ensure a smooth transition of the 0-19 Wakefield Children's services
- Notes the lessons learnt across the ten work streams.

## Background

One of the Trust's three strategic aims is to **secure funding for new or expanded services**. Consistent with this ambition and building on successful local redesign and commissioner engagement in Bradford, a small team was established in August 2016 to compete in a competitive tendering process for children's services within Wakefield.

Following a Commissioner Clarification meeting on the 4<sup>th</sup> November 2016, the Trust received confirmation of contract award from two commissioners on the 12<sup>th</sup> December 2016:

- NHS England for Children and Young people service 5-19 Vaccination and Immunisation service , and
- Wakefield Council for the 0-19 health Visiting , School Nursing and Family Nurse Partnership Services

Both contracts were awarded for three years with the possibility of a further two year extension, based on satisfactory performance. The five year contract is worth over £35 million of new business and is the first contract to be secured of this size.

Following receipt of Commissioners notification of contract award, an implementation team was established to oversee the smooth transition of these services with Cathy Woffendin, Deputy Director of Nursing, Children's and Specialist Services as the overall project lead. The implementation team met on a weekly basis and identified 10 key workstream areas:

1. Contract Mobilisation and scope
2. Performance reporting
3. Workforce planning, HR and TUPE transfer
4. Communications and Engagement
5. Informatics, telephony and clinical systems
6. Clinical model/service delivery
7. Estates
8. Finance and payroll
9. Quality and governance
10. Vaccinations and Immunisation

Each work stream had an identified lead with responsibility to develop, maintain and implement a detailed mobilisation plan. Each individual work stream plan fed into an overarching high level implementation plan and highlight report for the Executive Management Team (EMT). Any areas of concern were escalated to the Director of Operations and Nursing and other relevant Executives. In addition monthly Board reports were completed to provide assurance around progress and robust

governance arrangements and to highlight any new risks and mitigation of these risks.

### **Management and Delivery Arrangements**

It was agreed, through EMT, and Board that the new services would transfer into the existing Children's and Nursing Business Unit and be amalgamated into current governance arrangements which were already well established. The service model proposed within the tender application mirrored the current service model within Bradford and is a cluster model built around three hubs that are aligned to children's Centres. The three hubs cover Wakefield, Wakefield North East and Wakefield South West. The model puts the Health Visitor, Family Nurse Partnership (FNP) and School Nurses at the centre, acting as coordinators of care and lead professionals with the ability to delegate work to children's centre staff according to need and also ensuring care is coordinated across a whole system.

To facilitate a smooth transition, a joint communication plan was developed with the lead commissioner, ourselves, NHS England and Mid Yorkshire, the previous provider. As part of this process, monthly staff briefings were held in Wakefield with approximately 178 whole team equivalent staff who were due to transfer to the Trust. These sessions were well attended by all staff and they felt welcomed and excited about joining the Trust.

The successful and smooth transfer of these services occurred on the 1<sup>st</sup> April 2017. Despite this, the implementation team felt it important to reflect on what had gone well during this process and what could have been improved and any lessons learnt, a brief overview of the lessons learnt is attached at Annex A.

Following transfer, members of EMT and Non-Executive Directors visited sites during May. Feedback from staff was very positive, identifying a few ongoing problems with IMT which have been addressed.

Redesign work has commenced with the Wakefield 0-19 Children's services staff. A workshop was held on 22nd June and significant progress was made in relation to agreeing our first stage estates rationalisation plans. The session was also attended by some of our BDCFT team leaders and safeguarding team to encourage cross fertilisation of ideas and the sharing of good practice across both areas.

Ongoing monitoring of the progress across these services is undertaken through the monthly business unit performance meetings (BUPM) which is chaired and attended by Directors and through the six-monthly business unit reports to Quality and safety Committee. In addition, the Deputy Director of Nursing chairs a monthly business unit meeting which focuses on quality, risks, governance, strategic vision and progress. All managers across service areas attend and detailed discussions take place from their own weekly service meetings.