

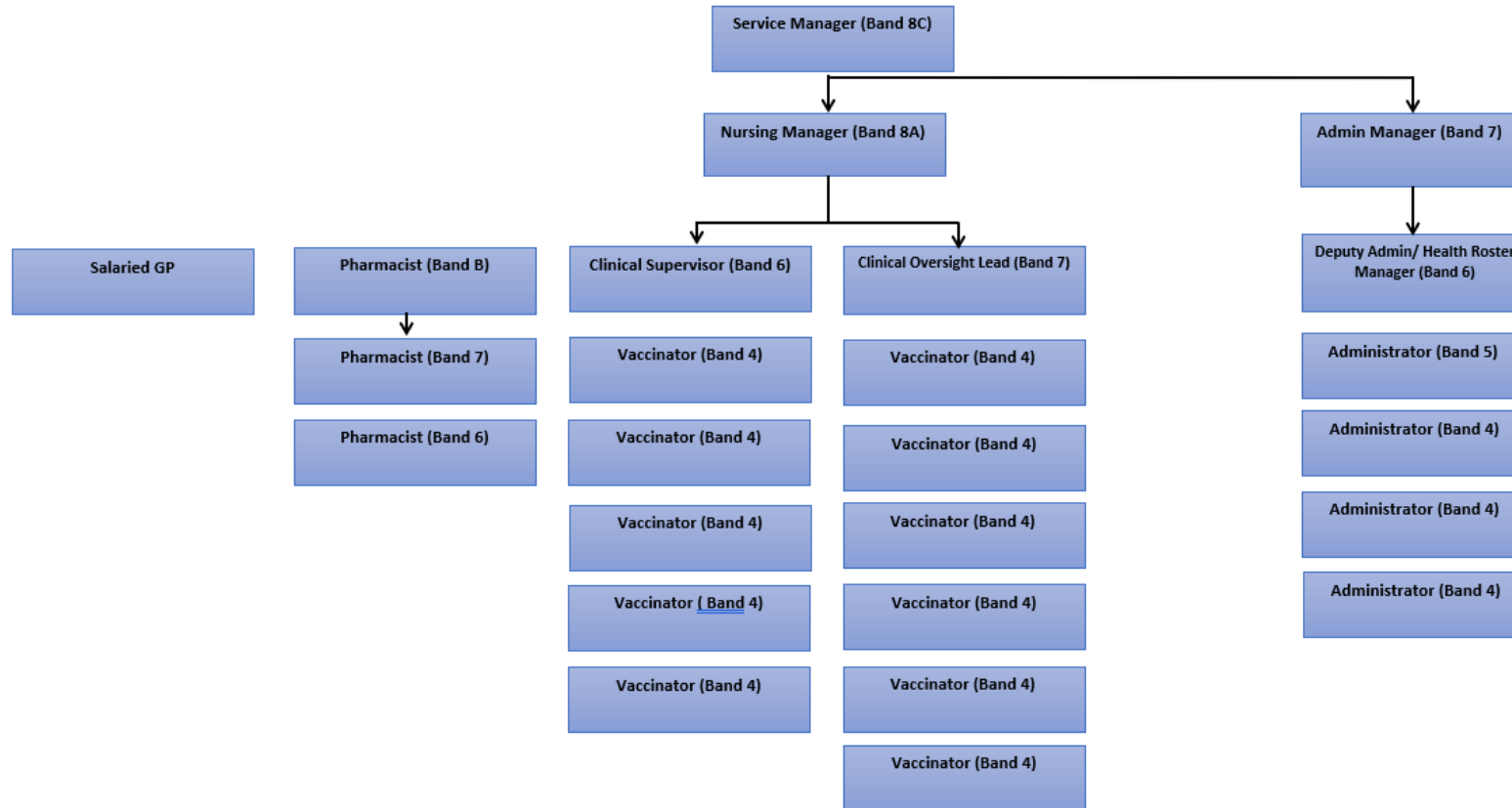
**Community Health Newham  
Formal Consultation on Trust Proposals for Organisational Change to  
The East London Vaccination Centre**

**1. Introduction and Executive Summary**

- 1.1 The aim of this paper is to initiate formal consultation on the proposed organisational changes for the Vaccination Centre staff in accordance with the Trusts Change Management Policy 'Management of Staff Affected by Change Policy and Procedure' (version number 11.0 May 2021)
- 1.2 The Trade Unions and affected staff are invited to raise questions and comments which can be taken into account before the proposals are finalised.
- 1.3 It is proposed that the Trust will formally close the East London Vaccination Centre by 31<sup>st</sup> March 2023
- 1.4 Demand for the Covid vaccination across the North East London ICB has significantly reduced over recent months with a total of 271 vaccinations being given in the week commencing 28<sup>th</sup> November 2022. This is in comparison to weekly vaccination numbers of over 4000 in 2021. The centre has been flexible and reduced costs and also taken on additional vaccination programmes during the last 12 months including developing an Outreach offer to vulnerable groups in accordance with the North East London Operational Framework and administering additional vaccinations such as Polio. However, at this time it is unlikely that the mass vaccination model will continue to be commissioned in its current format beyond April 2023. The Trust is currently running the service at a significant loss due to the changes in the funding mechanism, which with low uptake of vaccinations means that the income is insufficient to cover costs. The shortfall could be in the region of £1-1.5m.
- 1.5 The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow employees the opportunity to respond and take an active role in this process

## 2. Current Team Structure - Vaccination Centre

Vaccination Centre Structure Chart (Updated December 2022)



### 3. Case for Change

3.1 The Westfield Vaccination service was commissioned in 2020 and opened on 11<sup>th</sup> January 2021 to deliver the national mass vaccination programme. The Westfield Centre provided both an appointment based and walk in facility for people in East London to receive the Covid 19 vaccination. In 2021, the service also provided community outreach, delivered the Schools vaccination programme across Newham, Tower Hamlets, City, and Hackney and held a Mass vaccination Event at The West Ham Football stadium. In 2021 the service delivered a total of 186,872 Covid Vaccinations.

3.2 In August 2022, the Centre was relocated to Mile End Hospital as a result of a change in national policy and commissioning arrangements, whereby Vaccination services are paid on a 'cost per jab basis' (£10.06 per vaccination with additional enhancements for outreach and vulnerable groups).

3.3 During 2022 vaccination take up has fallen significantly across all vaccination programmes. In addition the current location of the centre is not conducive to walk in appointments and does not attract people who would have previously combined their vaccination with a trip to the Westfield Vaccination centre.

The service is currently open Monday – Saturday 11am – 7pm and is administering the following vaccinations, Covid, Flu and Polio. The Polio vaccination programme is due to end on 23<sup>rd</sup> December 2022.

There is limited guidance on the National vaccination programme for Covid. It is likely that the Autumn Booster will continue to be funded until March 2023 and the age cohort for the booster programme will be dropped to include individuals in the 30+ age group, but this has yet to be announced. From previous experience, the service could experience a surge in appointments but this is likely to be for a period of about 4-6 weeks. The Evergreen offer (First and booster doses for unvaccinated people) will continue to be available and promoted until April but the service is not seeing a significant number of people under this category (25 people in the last week of November 22). There is also the likelihood of a spring booster campaign but as yet no formal announcement has been made.

Outreach clinics are booked until Christmas 2022 and these will be funded until the end of the financial year. The Tower Hamlets GP outreach should be completed by the end of December 2022. The outreach team are continuing to offer immunisations to all London mental health and community health wards, but uptake remains low.

There is a suggestion that the ICB will commission an integrated vaccination service, but this is in the very early stages of discussion. There is also some indication that NHSE will commit funding for a two-year programme. However Activity remains extremely low and the forecast is for a further reduction in activity and the staffing costs for the service are in the region of £138k per month. Therefore, the service is no longer financially viable.

#### 4 Establishment Figures and Current Vacancies

The service currently employs 8 permanent staff and 17 staff on fixed term contracts (including medical and pharmacy staff). The fixed term contracts currently end on 31<sup>st</sup> March 2023 apart from the Salaried GP which ends on 31<sup>st</sup> October 2023.

The table below shows the current structure and number of staff at risk.

<b>Post</b>	<b>Staff in post</b>	<b>Fixed Term or permanent</b>	<b>Staff at Risk</b>
Service Manager - Band 8c	1	Permanent	1
Pharmacist Band 8b	1	FTC	1
Salaried GP	0.4	FTC	0.4
Nursing Manager Band 8a	1	Permanent	1
Clinical Oversight Lead - Band 7	1	Permanent	1
Pharmacist – Band 7	1	Permanent	1
Admin Manager Band 7	1	Permanent	1
Deputy Admin / Health roster Manager - Band 6	1	Permanent	1

Clinical Supervisor – Band 6	1	FTC Maternity Leave	1
Pharmacy Technician - Band 6	1	Secondment from inpatient services	0
Health roster lead – Band 5	1	Permanent	1
Admin – Band 4	3	FTC	3
Vaccinator – Band 4	11	FTC	11

## 5. Financial Impact

5.1 The service is currently operating at a significant loss. It is expected that the majority of staff within the service will be redeployed within the Trust. Therefore, it is anticipated that the closure of the service will have limited financial impact, however there is a potential for some redundancy costs should suitable alternative employment not be available.

## 6. Impact on Quality of Care for People using our clinical services.

6.1 This proposal is judged to have low impact on the quality of care for people using our clinical services. Alternative vaccination provision is available across the three London boroughs.

## 7. Equality Impact for People using our clinical services

7.1 This proposal is judged to have a low impact on people using our clinical services as vaccination provision is moved to mainstream services such as GP practices and Community Pharmacist's.

## 8. Impact upon staff affected by the proposal

8.1 The Change Management Policy does not allow staff to slot in to a post one grade higher even if there is a 75% match. Staff whose salary banding impinges into the higher band of a relevant vacancy will be offered a ring fenced interview. Staff whose salary doesn't impinge into the higher band who wishes to apply for a higher grade vacancy will have to be considered alongside other eligible applicants.

8.2 SAE applies to posts of the same banding or one band lower. Staff would slot in if the post has a 75% or more match in the job and person specifications taking into account the core responsibilities and essential criteria in their job description. Slotting in will only occur if there are the same number or less eligible staff at risk.

8.3 Vacant posts within the CHS London administration service will be ring fenced for staff from the vaccination service. Staff who are currently employed as vaccinators are being offered workplace placements across services such as CHS inpatients and Phlebotomy to enable them to gain experience of other settings and to enable them to try out other roles.

8.4 The proposals will place 23.4 staff at Risk as indicated in table above.

8.5 At the commencement of consultation a recruitment freeze will be instituted in those grades and professions where staff may potentially be at risk to maximise the number of posts available for slotting in and as suitable alternative employment. In addition to the vacancies above, SAE role will be offered to staff depending on the additional vacancies within community Health Newham.

8.6 Individual meetings with staff will be held in accordance with the policy and staff preferences will be accommodated where possible.

## **9. Equality Impact for staff**

This proposal is judged to have a low impact on staff.

## **10. Proposed Timeline**

- a. The Proposals for organisational change to (Service) will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure". The accompanying overarching paper " Consultation on the Trust Proposals for Organisational Change" sets out the proposed Trust process.
- b. There will be a formal consultation period of **30** days commencing on 10<sup>th</sup> January 2023.
- c. The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments should be made in writing either via e mail or by letter and directed to Helen Green, Deputy Director CHN, ([helen.green22@nhs.net](mailto:helen.green22@nhs.net)).
- d. On completion of the 30-day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff. The outcome of the consultation including responses to feedback and comments will be published in writing on the Trust's intranet.

e. The timetable summarises the full implementation plan and is attached below

Circulate final consultation document to Joint Staff Committee Members.	20 <sup>th</sup> December 2022	JSC Members (Management/Staff Side) Director of Service	Section 10 (Page 10)	The consultation document will be given to Staff Side 5 days prior to JSC and will also include vacancy list for Suitable posts for redeployment.
Consultation paper sent to affected staff (home addresses for staff on leave/secondments etc. Delivery by email, post or by hand are all acceptable delivery methods.)	9 <sup>th</sup> January 2023	Director of Service	Section 11 (Page 10)	Consultation document will also be placed on the Trust's intranet.
Consultation Begins	9 <sup>th</sup> January 2023	Affected Staff HR Staff Side	Section 10 Section 11	
Open consultation forums with staff	10 <sup>th</sup> January 2023	Director of Service Deputy Director of Service Senior HR Advisor Staff Side	No specific reference but a means of achieving Section 10.	Feedback/comments need to be given to Service Directors/Project Manager
Individual Formal Meetings	17 <sup>th</sup> January – 3 <sup>rd</sup> February 2023	Deputy Director of Service HR Advisor	Section 11 (Page 10)	Staff provided with information pack following at risk meetings
CV and Interview Skills training Careers Counselling	As required. Dates agreed with individuals	Human Resources	Section 13 (Page 12)	Careers Counselling to be provided by EAP. CV and Interview skills training to be provided at least once in each Directorate affected.
Consultation Period Ends	17 <sup>th</sup> February 2023	N/A	Section 12 (Page 11)	

Consideration of feedback/comments	17 <sup>th</sup> February – 3 <sup>rd</sup> March 2023	Executive Directors/ Director of Service	Section 12 (Page 11)	Response placed on Trust intranet.
Staff notified of Outcome	6 <sup>th</sup> March 2023	Director of Service	Section 12 (Page 11)	Letter sent to affected staff with details of next steps
Job matching and Slotting in Process	6 <sup>th</sup> - 17 <sup>th</sup> March 2023	Director of Service /HR Advisor / Staff Side	Section 14 (Page 13)	Staff will receive a formal letter regarding outcome of process
Ring fenced selection process	Week commencing 20 <sup>th</sup> March 2023	Key Selection Officers/HR Team	Section 14 (Page 13)	Staff will be informed of decision asap following selection process and provided with detailed feedback to use for further selection purposes. Ring fenced interviews will take place on a local basis in the first instance and unsuccessful staff will then attend Trust Wide ring fenced interview opportunities.
Successful candidates informed of decision and moved into new role.	Week commencing 27 <sup>th</sup> March 2023	Key Selection Officers/HR Team	Section 14 (Page 13)	Staff will receive a formal letter of redeployment and variation to contract.
Unsuccessful candidates informed of decision and invited to formal notice of redundancy meeting	TBC	Director of Service	Section 20 (Page 19)	Staff will receive detailed feedback on their performance throughout the selection process
Formal notice of redundancy meetings	TBC	Director of Service HR Advisor	Section 20 (Page 19)	Staff will receive a detailed breakdown of their redundancy package at this meeting Consideration given to staff leaving their post before expiry of notice period
Post Project Evaluation	6 months post closure	Director of Service Staff Affected, HR & Staff Side		