

# **Newham and Tower Hamlets Community Health Services Directorates**

## **CONSULTATION ON PROPOSAL TO CHANGE THE MANAGEMENT STRUCTURE OF THE NEWHAM AND TOWER HAMLETS CONTINUING HEALTHCARE TEAMS AND MOVE THE NEWHAM CONTINUING HEALTH CARE TEAM TO NEWBY PLACE**

### **1. EXECUTIVE SUMMARY**

The aim of this paper is to initiate formal consultation on the proposed organisational changes for changes in the work base for the members of staff of the Newham Continuing Healthcare Team and change the management structure of both the Newham and the Tower Hamlets Continuing Healthcare (CHC) Teams in accordance with the Trust's Change Management Policy

[https://www.elft.nhs.uk/sites/default/files/2022-](https://www.elft.nhs.uk/sites/default/files/2022-01/management_of_staff_affected_by_change_policy_and_procedure_11.0.pdf)

[01/management\\_of\\_staff\\_affected\\_by\\_change\\_policy\\_and\\_procedure\\_11.0.pdf](https://www.elft.nhs.uk/sites/default/files/2022-01/management_of_staff_affected_by_change_policy_and_procedure_11.0.pdf).

It is proposed to

- Establish a joint management structure spanning across both teams by creating a Senior Clinical post (AfC Band 8B)
- De-establish the Newham CHC Clinical Lead post (AfC Band 8A)
- De-establish the Tower Hamlets Clinical Lead post (AfC Band 8A)
- De-establish the Tower Hamlets Acting General Manager post (Band 8B)
- Co-locate both teams by transferring the Newham CHC Team and the Neuro Navigator to the 1<sup>st</sup> floor at Newby Place Health and Wellbeing Centre

In order to

- Facilitate standardised working practices across the Newham and Tower Hamlets CHC Teams
- Reduce expenditure
- Improve facilities for staff
- Create roles that support operational priorities

It is proposed that the new arrangements and structures are implemented from 1<sup>st</sup> January 2024. The proposal will put the two Clinical Lead roles at risk. It also offers opportunities of joint and standardised working, taking advantage of economies of scale and creating greater resilience in service provision.

### **2 CURRENT STRUCTURES**

**Chief Executive:** Lorraine Sunduza

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**Chair:** Eileen Taylor



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## 2.1 Newham CHC Team:

Role	Band	Established WTE	Established Headcount	Temporary WTE	Temporary Headcount
Clinical Lead	8A	1	1	0	0
Deputy Team Manager	7	2	2	0	0
Senior Nurse Specialist	7	1	1	0	0
Nurse Specialist	6	5.6	6	1	1
Service Co-Ordinator	5	1	1	0	0
Senior Admin	4	1	1	0	0

## 2.2 Tower Hamlets CHC Team

Role	Band	Established WTE	Established Headcount	Temporary WTE	Temporary Headcount
Interim General Manager	8B	1	1	1	1
Clinical Lead	8A	1	1	0	0
Senior CHC Assessor	7	3	1	0	0
CHC Assessor	6	2	1	3	3
Social Worker	6	1	0	0	0
Placement Officer	6	1	1	0	0
Co-ordinator	5	1	1	0	0
Administrator	4	1.8	1	1	1

## 3 THE CASE FOR CHANGE

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### **3.1 Background:**

Within the London Community Health Services (Newham and Tower Hamlets) at present there are two individual teams, one based in Newham and one in Tower Hamlets, each with its own Clinical Lead (AfC Band 8A). There is also 1 WTE Neuro Co-ordinator (AfC Band 7) post in the Newham Community Neurological (NCNT) Team. These teams provide the assessments, case management and reviews for patients who require funding either from health or social care or both.

Both CHC Teams have been commissioned separately and operating independently from each other within their borough foot print. The Newham CHC Team is based at Shrewsbury Road, East Ham and the Tower Hamlets CHC Team is based on the 3<sup>rd</sup> floor at Beaumont House, Mile End, London E2. The NCNT team has 1wte post which sits outside either CHC management structure and is currently managed by the NCNT clinical lead. The NCNT post operates from East Ham Care Centre.

While the teams provide the same service, there is a different in their structure and performance. Due to being located outside of the Inner London High Cost Living Allowance, the pay of the members of the NCNT and Newham CHC Team is less than that of their colleagues in Tower Hamlets.

The teams are providing a service that is closely monitored for achieving national Key Performance Indicators on a monthly basis. Due to the relatively small size of both teams, the consistent achievement of the Key Performance Indicators is liable to be impacted by vacancies and sickness absence.

Both the Newham and Tower Hamlets Community Health Services Directorates have to deliver against significant financial savings targets. Apart from levelling out skill mix and introduce greater resilience, this proposal contributes to the savings targets.

## **4. Proposed Structures**

### **4.1 Structure**

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Role	Band	Established WTE	Established Headcount	Temporary WTE	Temporary Headcount
Service Lead	8b	1	1	0	0
Deputy Team Manager	7	2	2	0	0
Nurse Specialist	7	1	1	0	0
Nurse Specialist	6	5.6	6	1	1
Nurse Assessor	7	2	2	0	0
Nurse Assessor	6	3	3	3	3
Neuro Case Manager	7	2	2	0	0
Placement/Package Coordinator	6	1	1	0	0
Service Co-Ordinator	5	2	2	0	0
Senior Admin	4	2.8	3	1	1

## 4.2 Proposed roles

### 4.1 Establish joint management arrangements

- Establish a Senior Clinical Lead Post (AfC Band 8B) to manage both teams

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This will:

- ensure that both services are using the same processes to provide high quality assessments and care to patients. It aims to ensure equality for patients across both teams and to provide value for money.
- provide a consistent way of managing CHC Services in the London CHS for ELFT.
- Streamline the management arrangements for both teams and support

4.2 Establish both the Newham and TH CHC Teams and the NCNT role at the Tower Hamlets CHC Team base ‘Newby Health and Wellbeing Centre, 21 Newby Place, London E14 0EY’.

- This will support for both teams to develop joint ways of working to achieve consistent service delivery against best practice principles and consistent high performance.

**5 FINANCIAL IMPACT (if cost reduction is part of the case for change)**

Post	Saving	Comment
Newham Clinical Lead Band 8A	£80 000 pa	This will support achievement of the Financial Viability targets of the Newham and Tower Hamlets Community Health Directorates
Tower Hamlets Clinical Lead Band 8A	£80 000 pa	
Estate Savings	Sustainability	Space on the Newham site would be vacated and allocated to other staff

**6 IMPACT ON THE QUALITY OF CARE FOR PEOPLE USING OUR CLINICAL SERVICES**

The proposal is judged to have a low equality impact or impact on the quality of care that service users will receive.

**7 IMPACT UPON STAFF AFFECTED BY THE PROPOSAL**

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The proposal will put the two Clinical Lead post (Band 8A) at risk of. The Trust will seek redeployment in line with Trust Policy.

The Senior CHC Clinical Lead post will be ring fenced and advertised as a vacancy within Newham and Tower Hamlets CHC Teams.

The Acting CHC General Manager role is held by a member of staff employed on a temporary basis, with appropriate notice to be given.

Some line management arrangements are expected to change.

The post holders for the roles at AfC Band 7, will be, as expressed in their job description expected to attend meetings and panels and carry out day to day managerial and supervisory responsibilities. This includes providing management support during planned and unplanned absence of the Service Lead. The post holders for the roles at AfC Band 7 are not expected to deputise for the Service Lead in forums that they do not attend as part of their job description or attend forums and meetings by themselves where they are usually accompanied by the Service Lead. This for instance would include performance meetings with commissioners or strategic meetings concerned with service design. In the event that full deputising arrangements become necessary, the designated post holder will be eligible to receive a responsibility allowance.

Relocating the Newham team will affect their high cost living allowance resulting in all relocated staff moving from 15% high cost living allowance to 20% high cost living allowance in line with NHS Terms and Conditions of Service Handbook (01/2023).

The quality of the working environment at Newby Place Health and Wellbeing Centre is higher than the current location of the Newham CHC Team. Both teams will be located in a large room with good facilities and the location is well connected to public transport (bus stops, DLR stops and Tube stops nearby)

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

## **8 TRADE UNION REPRESENTATIVE**

For a list of the a list of Trades Union Representatives and their contact details please go to <https://www.elft.nhs.uk/working-for-us/unions>.

## **9 CONTACT**

If you feel very anxious about the proposed change you can speak to your trade union representative or your manager.

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Alternatively you can get advice from Care First Employee Assistance, the Trust's confidential counselling service:

The details of the Care First Employee Assistance are as follows:

Telephone 0800 174 319 or you can access their wellbeing website: [www.carefirst-lifestyle.co.uk](http://www.carefirst-lifestyle.co.uk) and use the following log-in details:-

- Username : 'elft'
- Password : 'employee'



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## 10 TIMELINE

Action/Comments	When	Who Involved	Section of Management of Change Policy	Comments
Circulate final consultation document to Joint Staff Committee Members.	01/11/23	JSC Members (Management/Staff Side) Deputy Director	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 Begins	Week commencing 6 <sup>th</sup> November 2023	Affected Staff HR Staff Side	Section 10 Section 11	
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.)	Week commencing 6 <sup>th</sup> November 2023	Deputy Director	Section 11 (Page 10)	Consultation document will also be placed on the Trust's intranet.
Open consultation forums with staff	Week commencing 13 <sup>th</sup> November 2023	Deputy Director  Senior HR Advisor	No specific reference but a means of achieving Section 10.	Feedback/comments need to be given to Service Directors/Project Manager



		Staff Side		
Individual Formal Meetings	Week commencing 13 <sup>th</sup> November 2023	Deputy Deputy Director Line Managers HR Advisor	Section 11 (Page 10)	Staff provided with information pack following at risk meetings
CV and Interview Skills training Careers Counselling	Week commencing 13 <sup>th</sup> November 2023	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.
<b>Consultation Period Ends</b>	4 <sup>th</sup> December 2023	N/A	Section 12 (Page 11)	
Consideration of feedback/comments	Week commencing 11 <sup>th</sup> December	Deputy Director	Section 12 (Page 11)	Response placed on Trust intranet.
Staff notified of final structure	Week commencing 11 <sup>th</sup> December	Deputy Director	Section 12 (Page 11)	Letter sent to affected staff with details of next steps
Job matching and Slotting in Process	Week commencing 11 <sup>th</sup> December	Deputy Director /HR Advisor / Staff Side	Section 14 (Page 13)	Staff will receive a formal letter regarding outcome of process
Ring fenced selection process	Week commencing 18 <sup>th</sup> December	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 25 <sup>th</sup> December	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	Week commencing 25 <sup>th</sup> December	Deputy Director	Section 20 (Page 19)	Staff will receive detailed feedback on their performance throughout the selection process
Formal notice of redundancy meetings	Week commencing 25 <sup>th</sup> December	Deputy Director 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
New Structure Implemented	1 <sup>st</sup> January 2024	All		
Post Project Evaluation	6 months post new structure implementation	Deputy Director Staff Affected, HR & Staff Side		

