

# Open Forums

December 2012

## Welcome

# What we are going to talk about today

- 0845 decommissioning and the introduction of NHS 111
- Other services
- Consultation and Appointments Process
- Support and advice
- Questions, answers and discussion



We're here.



**NHS**  
**Direct**

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0845 decommissioning and the  
introduction of NHS 111



**24/7**

0845  
5m calls

GP  
OOHs  
10m calls

New demand,  
from 999, being  
free etc ?5m  
calls

**NHS 111 assessment**

Self-Care

**Local**  
Directory of Services

999  
Ambulance  
Dispatch

Community  
Services

Routine  
Primary Care

Urgent/Same  
day Primary  
Care

A&E

Ambulance

We're here.

The journey so far

**NHS**  
**Direct**

**In 2006** a Department of Health consultation "*Direction of travel for urgent care*" identified confusion amongst patients about where to go if they had an urgent healthcare need and plans for a three digit number were revived.

**" I have not announced plans to scrap NHS Direct. I have announced plans to phase out the NHS Direct number"**

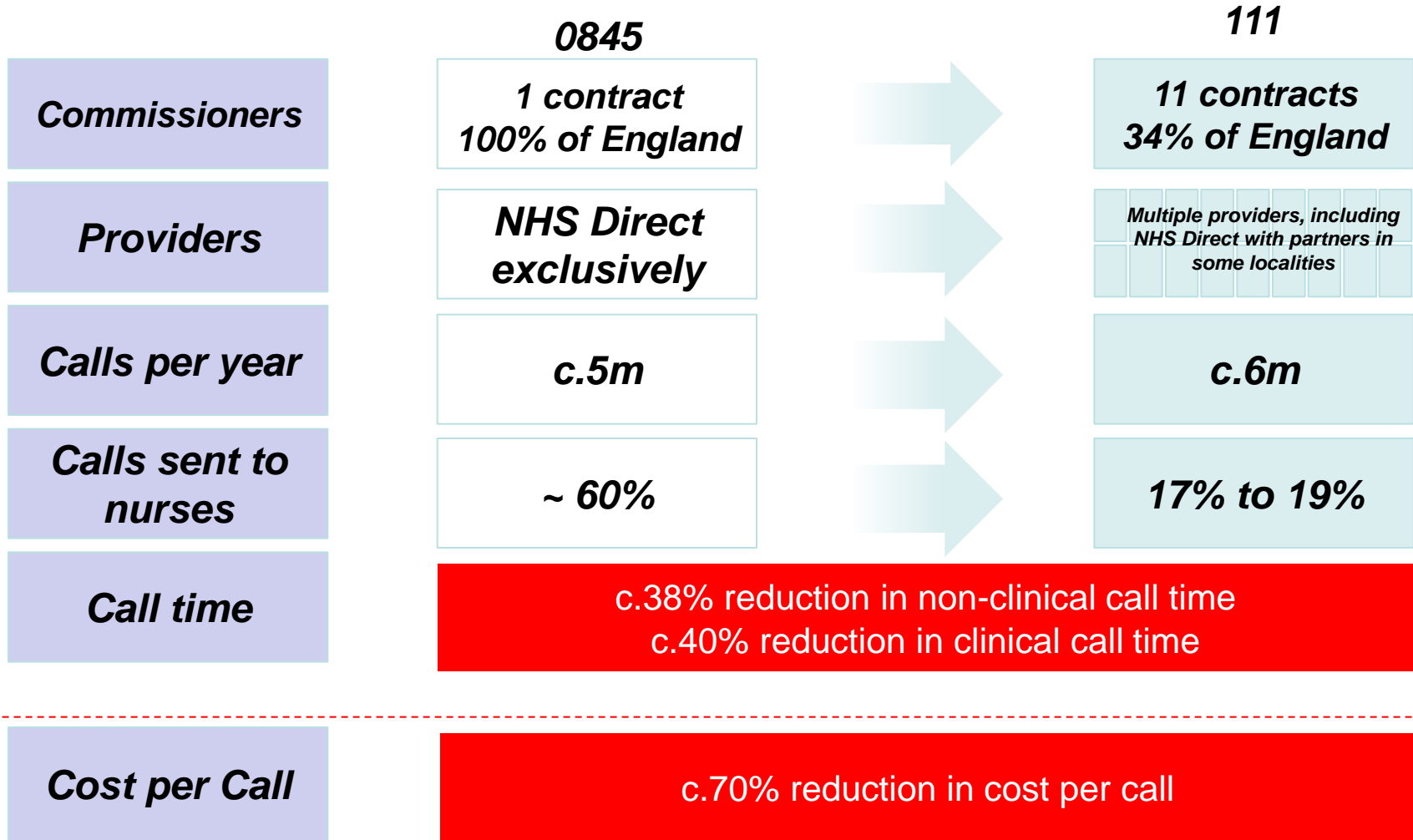
Andrew Lansley, Secretary of State for Health, **Sept 2010**

"When NHS 111 is rolled out nationally, it will replace the NHS Direct 0845 4647 telephone number"  
Department of Health, **August 2010**

"Development of the NHS 111 service will improve the quality, efficiency and coherence of our urgent care system. To support more effective access to urgent care, SHA clusters will need to be satisfied that roll-out is complete by April 2013". NHS Operating Framework  
Published **Nov 2011**



# The difference for NHS Direct between 0845 and 111

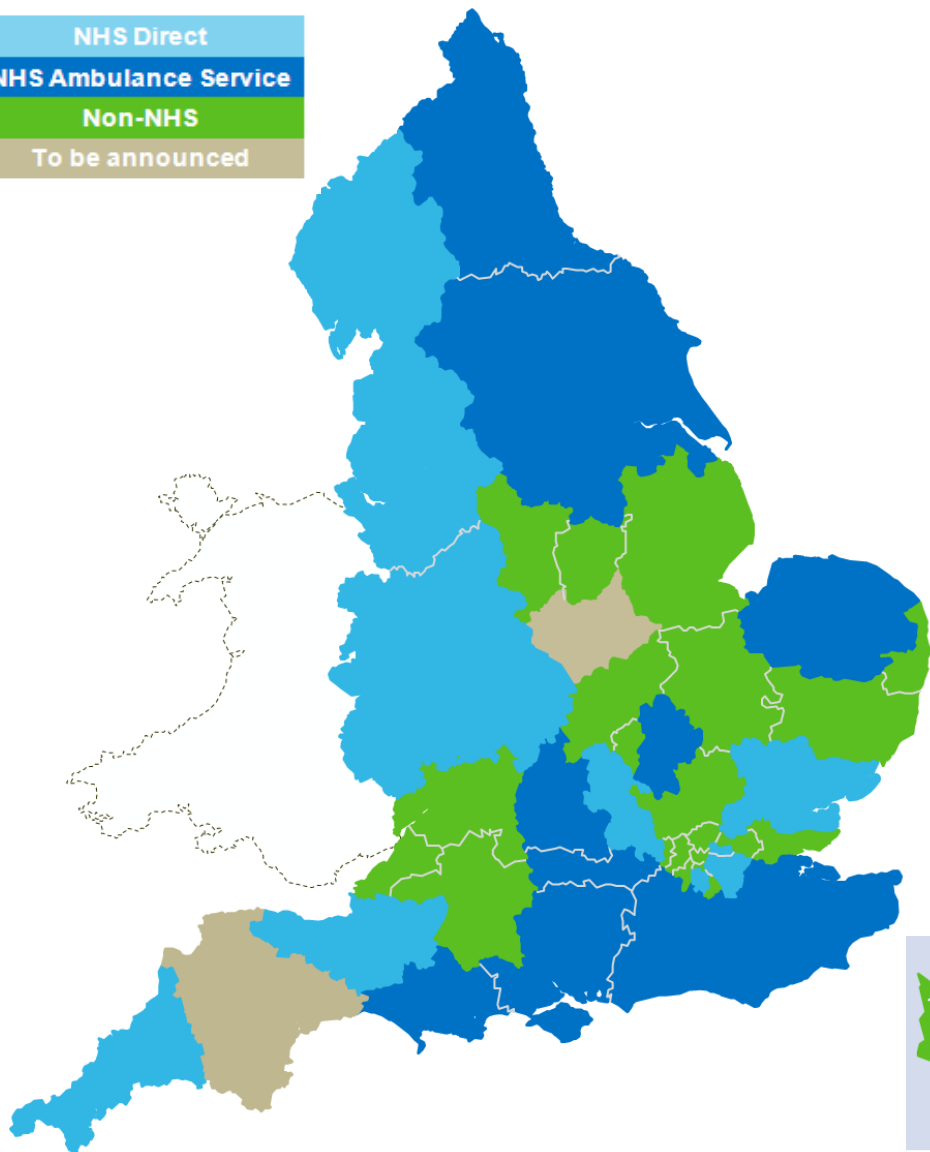


We're here.

# NHS 111 bidding outcomes

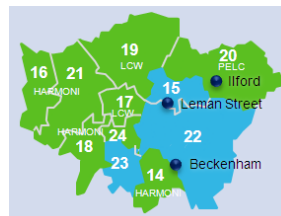


- NHS Direct
- NHS Ambulance Service
- Non-NHS
- To be announced



96% of England's population has now made decisions about who will provide their NHS 111 service. Our bid teams went out and secured NHS 111 contracts covering a third of England's population

These local decisions have played a big part in formulating our future plans



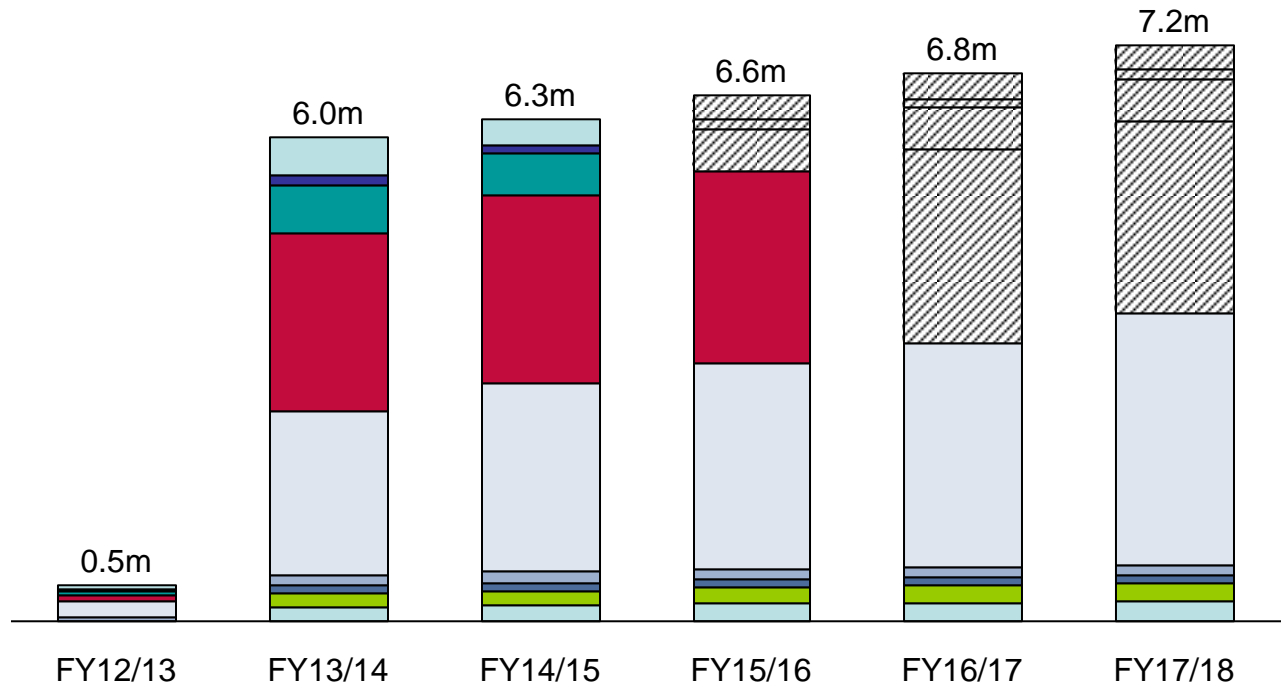


# Contracts – Secured 111 contracts: five year volumes projections



**Market Share for  
Future NHS Direct –  
c33.5%**

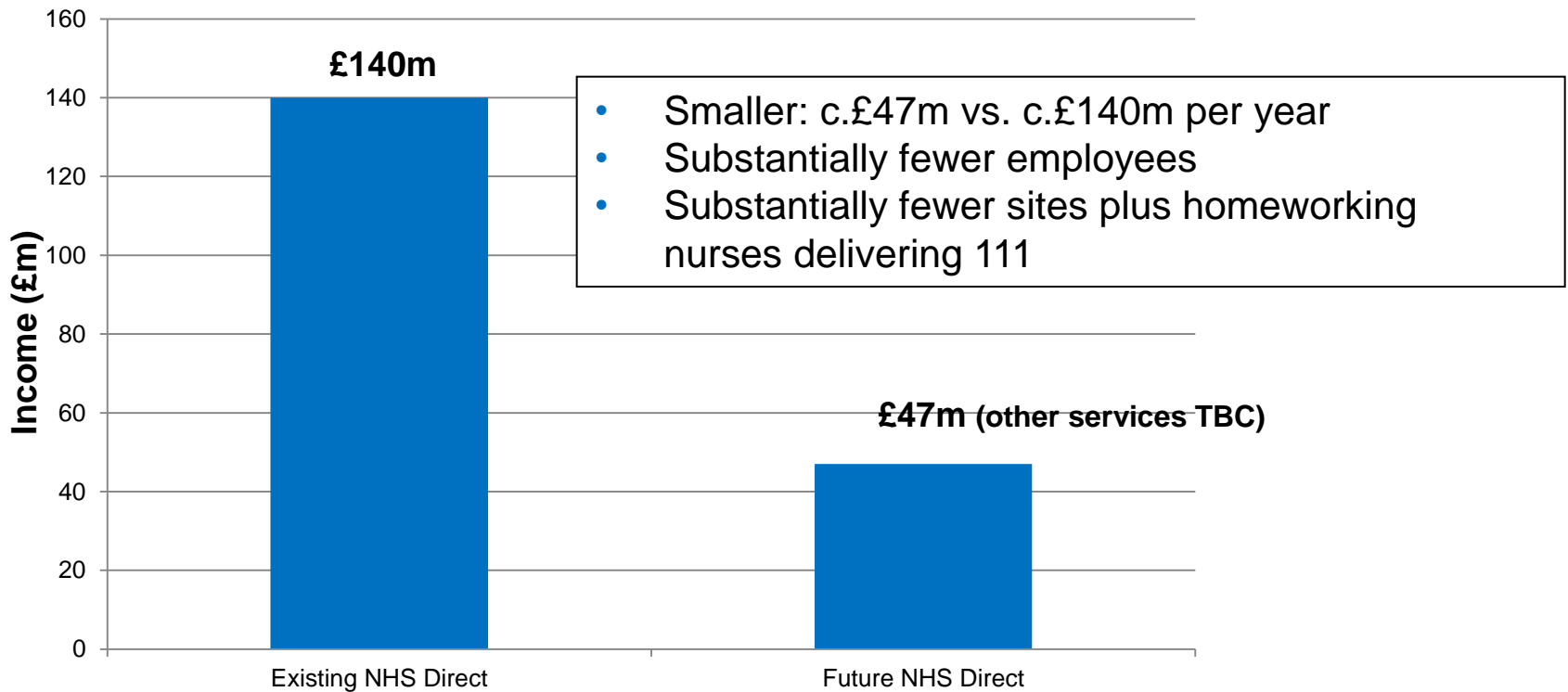
-  North Essex
-  Sutton and Merton
-  SEL
-  North West
-  West Mids
-  Bucks
-  East London & City
-  Somerset
-  Cornwall
-  Potential extension







# Scale of change for NHS Direct (NHS 111 only)



The site plan is based on some key principles:

- **Being cost competitive in the market** – competition for 111 has been intense and heavily cost driven. NHS Direct needed to be cost competitive to enter the market and must be cost competitive to remain in the market. This involves minimising the number of sites required and retaining those sites with a low cost per seat
- **Available capacity to deliver services** – ensuring that there are sufficient seats within those sites and selecting sites where it is possible to increase utilisation to meet capacity requirements
- **Availability of staff and minimising redundancies** – ensuring there are available staff within the sites who can deliver the secured services and minimise redundancies
- **Maintain resilience** – ensuring there is sufficient resilience for our service delivery
- **Meeting contractual requirements** – ensuring NHS Direct meets commissioner obligations

We're here.

## Sites needed to deliver NHS 111



The six sites we will deliver NHS 111 from are:

**Carlisle**  
**Middlebrook**  
**Dudley**  
**Milton Keynes**  
**Beckenham**  
**Exeter**

There will be Nurse home workers in addition to these sites





We're here.

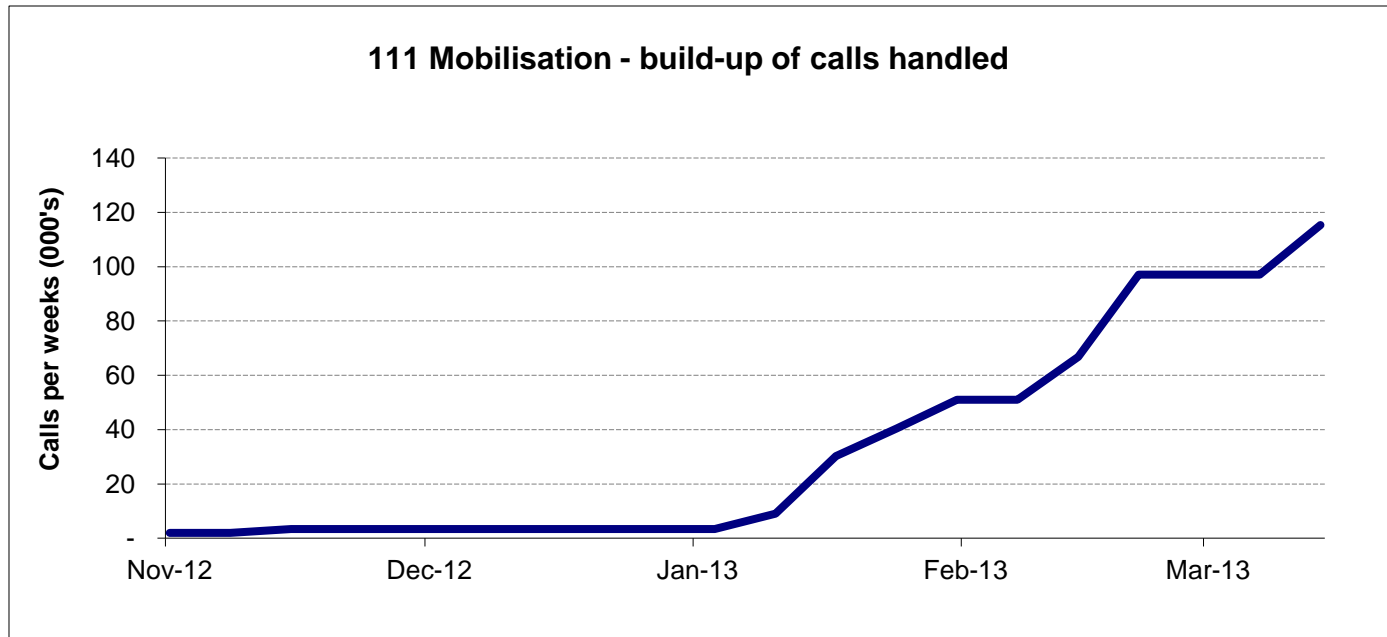
## Staff needed to deliver NHS 111



- Our staffing requirements to deliver the NHS 111 services have been informed by the national minimum specification for NHS 111, our experience of delivering four NHS 111 pilots since 2010 and the 'Centre of Excellence'
- The learning from the pilots gives an indication of the handling metrics which can be expected in the wider roll-out of the NHS 111 service

### **As a consequence:-**

- the number of front-line and back office employees required will be reduced, and
- the skill mix of front-line employees will change in line with NHS 111 service requirements



- Site-specific plans for training, testing and readiness, mobilisation for soft launch and full launch are being put in place.
- NHS 111 specific training has started and will continue until February
- 60% of staff will be trained and mobilised for soft launch and 100% for full launch



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## Other services



## Other contracts NHS Direct will deliver



The NHS Commissioning Board has made a decision to commission a number of services from NHS Direct at a national level

### Services:

Complex Health and Medicines Information service until March 2014

Online Services with Click for Nurse Assessment service until March 2015

Dental Assessment service until March 2014

NHS Direct will continue to deliver its contractual commitments nationally and locally

### Services:

The Appointments Line (TAL) until at least November 2013

National Pandemic Flu Service until April 2014

Long-term conditions and other local contracts

**This will mean continued employment for Health Information Advisors, some Dental Nurse Advisors, some Nurse Advisors and some support roles**



## Sites needed to deliver other services



Six additional sites will be retained in the immediate future to provide these nationally commissioned services:



**Newcastle health information site**  
**Nottingham health information site**  
**Wakefield health information site**  
**Bristol health information site**  
**Hedge End health information and TAL site**  
**Chatham Until November 2013 only to deliver TAL**

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**(Milton Keynes will also deliver TAL and NHS 111)**

The longer term future of these sites will be subject to further review





# The use of sites will change significantly



Space NHS Direct occupies that will transfer back to providers of NHS services	Sites that will close
Blackburn	Bedford
Chelmsford	Ilford
Chesterfield	Nantwich
Derby	Sheffield
Ferndown	Stafford
Hull	
Ipswich	
Kendal	
Liverpool	
Mansfield	
Norwich	
Stockton	
Truro	

All sites will stay open until the end of June 2013 except where the landlord has given us notice or where all staff have moved out of the site.

We have been given notice by the landlord in:

- Blackburn - 17 March
- Chelmsford - 31 March
- Derby (end of lease) - 28 February

13 sites which are currently co-located with NHS service providers will be transferred back to them for their use

Five sites will close altogether



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# Consultation and Appointments Process



We're here.

## Staff consultation - overview



- NHS Direct is consulting on the restructure of the organisation. This is required because the 0845 4647 service is being decommissioned and we will be delivering NHS 111 and other services in the future
- Consultation starts on 3 December 2012 for up to 90 days
- Many decisions about the future have not yet been taken. Consultation allows us to explore options, listen to your views and exchange ideas
- NHS Direct will also be consulting with the unions (RCN, RCM, UNISON AND UNITE) on behalf of all employees, through the Collective Consultation Group



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## Appointments Process overview



- There will be a formal process to recruit staff into the new structures, which will follow the principles in the Trust's People Transition Policy
- It is expected that sign off of the appointments process will happen at a very early stage of consultation and recruitment to the most senior positions will begin before Christmas, with other appointments following in the New Year
- No favour will be given to employees who have been working on 111 pilots, mobilisation or transition activity - all staff will be treated fairly and equally
- Our frontline modelling for the future NHS Direct is based on having a flexible workforce, which will include in-sourced staffing alongside substantive staff

- Redundancies will be avoided wherever possible. Staff at risk will be supported to secure a suitable role within the future NHS Direct or the wider NHS wherever possible
- Where redundancy is the last and only option, notification of redundancy will be given **no less** than 90 days from the commencement of consultation, irrespective of when the consultation ends - the earliest a redundancy notice will be served is 4 March
- Where a post becomes redundant, the earliest date the post holder will leave the organisation will be determined by the date notice is given and the contractual notice period
- Volunteers for redundancy may be sought from specific groups as part of the appointments process to the future NHS Direct. Where this approach is taken communication will be made with all relevant employees.



## Pay protection



- Pay protection applies for staff who are offered suitable employment (at one band lower than their current band)

<b>Length of service</b>	<b>Entitlement</b>
Over one year NHS Direct service	6 months
Over two years' NHS Direct service	24 months
Over four years' and NHS Direct service	36 months

Further details are available on the Intranet:

<http://intranet/policies/Pages/HRPolicies.aspx>



Based on substantive roles, some staff may be required by NHS Direct to perform their duties at any other of the Trust's sites or offices within a reasonable distance of their normal base as detailed below

	<b>If you work fewer than 5 hours a day or fewer than 3 days a week</b>	<b>If you work more than 5 hours a day or more than 3 days a week</b>
Band 1–4	30 minutes or 10 miles	45 minutes or 15 miles
Band 5–7	45 minutes or 15 miles	1 hour or 20 miles
Band 8-9	1 hour or 20 miles	2 hours or 40 miles

**To be outside the travel to work zone both the time and miles must apply**

Further details are available on the Intranet:

<http://intranet/policies/Pages/HRPolicies.aspx>



# Appointments Process for Health Advisors



- Call Handler posts have been evaluated through the agreed Agenda for Change process at Band 2

0845 role	NHS 111 role
Health Advisor - <b>Band 3</b>	Call Handler - <b>Band 2</b>

## The process

**Step 1:** Health Advisors currently working on the six 111 sites will automatically be slotted into Call Handler posts with pay protection

**Step 2:** A small number of staff will transfer from Out of Hours providers under TUPE into NHS 111 Call Handler posts

**Step 3:** It is expected that there will be a substantial number of posts still unfilled following steps 1 & 2. If this is the case these roles will be opened up for Health Advisors who may be willing to relocate to one of the six 111 sites. Relocation will be entirely voluntary and, where it is appropriate, costs incurred will be paid in line with the relocation policy. Home working is not an option for Call Handlers because clinical supervision is required on site

**Step 4:** New permanent Call Handlers will need to be recruited to the six 111 sites. Prior consideration would be given to NHS Direct staff currently working in other roles

- Call Handlers in the 'travel to work' distance to one of the six 111 sites will also be included in step 1





# Appointments Process for Nurses (1/3)



0845 role	NHS 111 role
Nurse Advisor – <b>Band 5</b> Senior Nurse Advisor – <b>Band 6</b> Clinical Leads – <b>Band 6</b>	Clinical Advisor - <b>Band 5</b> Continuous Quality Improvement Advisor – <b>Band 6</b>

## The process

**Step 1:** It is anticipated that all Nurses currently working from the six 111 sites will automatically be redeployed into 111:

Clinical Leads will be slotted into Continuous Quality Improvement Advisor posts. If, after this process, there are still CQI roles available they will be opened up to Senior Nurse Advisors

- Band 5 Nurse Advisors will be slotted into Clinical Advisor posts
- Band 6 Senior Nurse Advisors will be redeployed into Clinical Advisor posts, which are considered Suitable Alternative Employment with pay protection
- Nurses in the 'travel to work' distance to one of the six 111 sites and existing home workers (not lite) will also be included in step 1



## Appointments Process for Nurses (2/3)



### The process continued...

**Step 2:** A small number of nurses from Out of Hours providers will transfer from out of hours providers into NHS 111 Clinical Advisor posts under TUPE regulation

**Step 3 :** If there are posts still unfilled following steps 1, 2 & 3 these roles will be opened up these roles to nurses who may be willing to relocate to one of the six 111 sites . Relocation will be entirely voluntary and, where it is appropriate, costs incurred will be paid in line with the relocation policy



# Appointments Process for Nurses (3/3)



The process continued...

## **Nurses delivering 'click for nurse assessment'**

These will be band 5 posts

## **The process**

**Step 1:** These positions will be opened up for nurses who are not taking up a Clinical Advisor 111 role and who are willing to relocate to one of the six sites delivering other services or take up a home working position

**Step 2:** Nurses in the five health information sites will be selected based on their length of service



# Appointments Process for Dental Nurse Advisors



## The process

**Step 1:** It is expected that Dental Nurse Advisors currently working in the six 111 sites and five health information sites will automatically be redeployed into Dental Nurse Advisor posts

**Step 2:** Dental Nurses not able to work at these sites will be considered for home working



## Appointments Process for Health Information Advisors



- As the current Health Information sites are being kept open for the immediate future, Health Information Advisors can expect to slot in to the new positions on an agreed date
- If there is a need to recruit new Health Information Advisors to one of the five health information sites, prior consideration would be given to NHS Direct staff currently working in other roles
- Health Information Advisors are not currently able to work from home



# Appointments Process for frontline supervisors - Team Managers and Shift Managers



## The process

**Step 1:** Volunteers will be sought for the Team Manager roles available at the six 111 sites and five health information sites

**Step 2:** If there are more people than roles, there will be a competition for the positions and volunteers for redundancy may be sought



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# Appointments Process for Support and Managerial Staff



- Job descriptions for roles in the future NHS Direct and other interim roles will become available as the consultation progresses
- Some limited support functions within ICT, HR and Finance in the future may be out-sourced. Further details will be made available to staff directly concerned as soon as possible

## The process

- **Step 1:** When a position in the future NHS Direct is identical or substantially similar to a current role, support and managerial staff can simply take up the new position on an agreed date. This is known as 'slot in'. If there is more than one person who does this job there will be a competitive process to appoint, or volunteers for redundancy may be sought
- **Step 2:** Where a person's role is 'at risk' and a position in the future NHS Direct is broadly similar to their current role, *and* either at the same pay band or one band above or below the new post, they will be required to apply for the role as Suitable Alternative Employment. Volunteers for redundancy may be sought if there are more people than roles
- **Step 3:** The normal recruitment process begins – roles will be advertised internally first before going out externally



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## An update on the transfer of frontline employees out of NHS Direct



- The Trust is fully committed to supporting the transfer of frontline staff to other NHS 111 providers in areas where NHS Direct has not been successful in being selected as the provider
- The transfer of employees to employers outside the NHS is now a voluntary process
- Staff have transferred successfully from Norwich to East of England Ambulance Service, and calls have transferred from Derby and Derbyshire to Derbyshire Health United and Hertfordshire to Herts Urgent Care
- Staff are expected to transfer to other ambulance trusts before 21 March under Cabinet Office Guidelines





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## NHS Pathways training



- Over 60 trainers have been supporting staff and sites across the country delivering Pathways
- To date 78% of Health Advisors and 45% of Nurse Advisors have been trained
- The training and preceptorship programme will continue over the coming weeks to ensure all staff that requires Pathways certification have been trained



## Support and Advice...



# Your Future programme



Your Future online portal

NHS Direct

My Dashboard My CV My Career My Resources My Jobs

Lisa's Dashboard

Knowledge Hub Tutorial Video

NEWS: Interview tricks that recruiters may play on you... (read in the newsroom) »

CV & Applications

- Planning your CV
- Writing your CV
- Checking your CV
- Application Planning
- Writing Applications
- CV Builder

Job Hunting

- Job Hunt Techniques
- Work with Recruiters
- Research Employers
- Job Search Engine

Managing Change

- Career Change
- Redundancy
- Career Planner

Getting Started »

Build your CV

Interview

- The Interviewer
- Interview Training
- Interview Preparation
- Practice Tests

Self-Development

- Analyse your Skills
- Know your Options
- Develop a Plan
- Stay in Employment

NHS Direct Information

- Redundancy Overview
- Redundancy Calculator
- Clinical: Nurses Forum

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Everyone should now have access to their own personalised 'Your Future' portal providing information on job hunting, interview skills personal development and lots more

There are now 13 support centres across the country

To find out more about what's available contact [colleague.support@nhsdirect.nhs.uk](mailto:colleague.support@nhsdirect.nhs.uk)



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Further support and information



- If you have a question you can :
  - Speak to your line manager or staff side representative
  - Look at the FAQs posted on the Intranet
  - Ask a question directly to: [ourfuture@nhsdirect.nhs.uk](mailto:ourfuture@nhsdirect.nhs.uk)
  - Speak to your local Engagement Champion

## **Employee Assistance Programme.**

Unlimited access to advice, information and to face-to-face counselling

support 24 hours a day - **0800 111 6387** or at

[www.wellness.rightmanagement.co.uk](http://www.wellness.rightmanagement.co.uk)



Time for your questions...