

Reference Information					
Title:		Special Measures Improvement Director at Norfolk and Suffolk NHS Foundation Trust (the trust) – extension			
Name of requestor:			PCOE Reference:		
Directorate/Team /ALB:	NHS Improvement		Name of Budget Holder:	NHS Improvement	
Tel number of requestor:			Date submitted for approval:	22 Augu	st 2016
E-mail address of requestor:			Total Value (£) (excl VAT):		
Duration (days):	26		For interim and specialist contractors, the Department assumes a contractor year of 220 days, reduced pro rata		
Start date:	August 2016		End date:	December 2016	
Approvals Required (please tick $\checkmark$ ) <sup>1</sup>					
Director General/ALB DH Financial Approvals		Department of Health		Cabinet Office or HM	
Chief Execution	Chief Executive Par		Ministers		Treasury
$\checkmark$	✓ ✓		✓		
Expenditure type (please tick ✓)					
New Business Case			Extension to Business Case		✓
			Original PCOE Refe	erence	PSBC 6026

All Professional Services				Other expenditure typ	oes	
Specialist Contractors	$\checkmark$				ІСТ	
Interim Manager					Communications	
Consultancy					Digital	
Other Professional services (describe)					Other	
Endorsements, Authorisation and Approvals						
Endorsers/Authorisers/Approvers Re			Required	Name and Date		
PCOE/Procurement Business Partner ✓			1	By: N/A (recruitment)		
HR Business Partner			✓	By: Date: 19 August 2016		
Finance Business Partner			✓	By: Date: 19 August 2016		

Director General or ALB Chief Executive	$\checkmark$	By: Kathy Maclean; Date: 22 August 2016
Finance Approvals Panel	$\checkmark$	By: [Specify name]; Date: [Specify date]
Department of Health Minister	$\checkmark$	By: [Specify name]; Date: [Specify date]
HMT (over £500k & programme funded)		By: [Specify name]; Date: [Specify date]
Cabinet Office/ERG		By: [Specify name]; Date: [Specify date]

Note: It is the responsibility of the requestor to ensure that approval information is retained for audit purposes.

<sup>&</sup>lt;sup>1</sup> To enter a tick in a cell, press shift and p; or copy and paste the ones provided. Version 1.1 (Issued) 1

# **BUSINESS CASE APPROVAL FORM**



Role / Project Information							
What DH or ALB objectives	This request supports the objective to make sure that providers are well led.						
does this request support?	In his announcement on 13 <sup>th</sup> September 2013 in relation to special measures the Secretary of State for Health outlined that each of the trusts will have an Improvement Director (ID), appointed and accountable Monitor (now NHS Improvement) and to form part of a suite of support for the trust to help improve the quality and safety of its services for patients promptly.						
	Background information						
	Extension of case						
	This case requests approval for the extension to the external appointment of an ID for Norfolk and Suffolk for an additional 26 days of ID time assuming an average of two days per week until end of October 2016 (allowing for holidays) with 1 day per week up to the end of December 2016.						
	Background information						
	<ol> <li>The trust was deemed inadequate by the CQC, and placed into special measures by Monitor in February 2015.</li> </ol>						
	2) In line with policy, Monitor implemented special measures policy as follows:						
	• Appointing Alan Yates as the designated Improvement Director from 23 February 2015; and						
	• Buddying the Trust with Nottinghamshire Healthcare NHS Foundation Trust, from April 2015.						
	3) The CQC re-inspection of the trust took place week beginning 11 July 2016 (final report expected in October 2016). We are cautiously optimistic that the trust is on track to exit Special Measures when considering the informal feedback provided by the CQC after the inspection.						

# **BUSINESS CASE APPROVAL FORM**



What outputs or specific deliverables are required,	The ID will assist NHS Improvement in continuing to ensure that the trust improves the quality and safety of its services for patients. The key outcome			
and how do they support	would be for continued improvements in quality and leadership within the trust,			
the overall objectives?	and for the CQC to formally recommend exit from special.			
	Although the CQC re inspection has now taken place, we propose that Alan Yates			
	will continue to provide ID support with a focus on improving quality governance, sustaining pace in delivering the full CQC action plan, maintaining			
	cultural change and supporting the management team until end of December			
	2016. ID support is an expectation of the special measures regime whilst the			
	trust formally remains in Special Measures (which it will do until the CQC report is published).			
	There is a need for continuity at the trust and therefore we are recommending that Alan remains the ID. For such a short period (August- December 2016) it would not be efficient to fill this role via another route at this stage. This case includes the requirement for continued support of up to two days per week from August to end of December 2016.			
	Job Purpose:			
	The purpose of the ID is to provide NHS Improvement with assurance about the trust's approach to improving performance. They also support the trust, using their experience to provide constructive challenge. They will administer the 'Buddy Trust' arrangement, another key element of the special measures programme.			
	They are engaged to (a) understand the root-cause of the problem and ensure the trust focuses on key issues (they are to focus on delivering outcome as opposed to diagnosing a problem), (b) drive change and (c) provide quality assurance to NHS Improvement as required.			
	Main Accountabilities:			
	The ID will be accountable for:			
	• Assurance of the special measures trust's action plan: the ID will oversee the trust's development and implementation of a credible turnaround plan to improve the quality and safety of its services for patients;			
	• Assurance of the special measures trust's implementation of this action plan:			
	the ID will act on behalf of NHS Improvement, and in concert with the			
	relevant Regional Team of NHS Improvement, to oversee delivery of the required improvements in the trust;			
	• Assessing Risk: the ID will report to NHS Improvement on progress with			
	improvements, barriers and risks preventing the achievement of plans, the			
	working relationships within the trust and relationships with stakeholders in the wider sector (e.g. NHS England or CCGs);			
	<ul> <li>Assuring the accuracy of progress reporting: the ID will promote</li> </ul>			
	transparency and public accountability through validating the accuracy of each trust's reporting against its action plan;			



	<ul> <li>approach to improving performance; and</li> <li>Administer 'Buddy Trust' arrangement: the ID will be expected to help their trust identify a suitable buddy, agree a useful plan of work, and monitor delivery against this.</li> </ul>
What skills are required to	The key skills and experience require by an Improvement Director role are:
deliver these outputs or deliverables?	• experienced, senior leader in the healthcare field drawn from either the NHS
	<ul> <li>or private sector;</li> <li>experienced in relation to handling complex major change;</li> </ul>
	<ul> <li>experienced in relation to handling complex major change;</li> <li>experienced in relation to the handling of Board effectiveness, governance and leadership;</li> </ul>
	<ul> <li>acknowledged and respected for their judgement in this field;</li> <li>immediate availability.</li> </ul>
	We chose Alan as he had a high level of experience in mental health, particularly important as this is the first, and so far, only, mental health trust in special measures. In addition there is a high degree of local public and political interest in the trust and we needed an improvement director who is of high calibre, credible to all stakeholders and who understood these challenges.
	Alan Yates has extensive experience within mental health. He has been a Chief Executive of healthcare providers for 24 years, including 12 years as the Chief Executive of Mersey Care NHS Trust. He has experience of embedding patient focussed organisational behaviour, quality improvement through planning, delivery and governance and transformational change management.
Why do you need external	We do not currently have the capacity or capability within NHS Improvement to
resources to deliver these	field an ID with the requisite skills and experience, or deep understanding of the
outputs or deliverables?	particular issues at the trust which still need to be addressed.
What skills can or will be transferred to permanent DH or ALB staff?	The ID has been working closely with the trust's relationship team within NHS Improvement and is sharing learning about the root cause of issues within the trust and potential solutions. This learning is enhancing the skills of the relationship team and will be shared more widely within NHS Improvement– in particular the learning from supporting the first mental health trust through the special measures regime.
What will the impact be on	It is important to approve the continuing appointment of an ID at the Trust, to
DH or ALB objectives if approval is not given for this business case?	be consistent with the other FTs in special measures and with policy direction.

### **BUSINESS CASE APPROVAL FORM**



Procurement route (please tick ✓)						
Framework (Insert which one if known)	Open tender	Other (speak to PCoE)				
<b>Procurement Method:</b> The appointment has been made via a recruitment agency, Michael Page, who handle the administration of the appointment (Michael Page are a framework supplier under CCS framework RM971: Non Medical Non Clinical).						
Category Code:	Professional services/spe	Professional services/specialist contractors				
General Ledger Code:						
Selected provider (if known):	Alan Yates (via Michael P	Alan Yates (via Michael Page)				

#### Approvals:

- Except as set out below, final financial approval for all expenditure requested within this Business Case Approval Form will be given by the Department of Health Finance Approvals Panel. This panel exercises the authority of the Director General, Strategy, Finance & NHS.
  - Requests which require ministerial approval;
  - Any proposal to extend a consultancy agreement beyond 9 months; or
  - Procurement-related consultancy greater than £20k.



- 2. Ministerial approval is required for all cases in respect of:
  - A contract value in excess of £200k (for any other category of professional service); or
  - Any case for interim or specialist contractors with a contract value that would, if the applicable daily rate were applied for a year, exceed £200k (i.e. £900 per day).

### **Commercial case/Procurement route**

3. **Basis of payment** – as far as possible, the Department prefers prices to be fixed on appointment. You should provide details of an agreed fixed fee, or provide an explanation as to why you are proposing an alternative pricing structure (including the extent to which expenditure caps should apply).

#### **Financial case**

- 4. If the value of the service sought exceeds £500k, and funded from a programme budget, you will need to work with your Finance business partner to obtain HM Treasury approval for this category of expenditure. This is to be undertaken after the DH Finance Approvals Panel has approved the case.
- 5. In the case of all types of specialist contractor, DH assumes a contractor year of 220 days, reduced *pro rata* for shorter appointments (e.g. 110 days for six months). You will need to justify any appointment that exceeds this limit. You should also identify any risks associated with the use of an external provider (including your plans to mitigate such risks). Provide details of internal resources that will assist with the provision of the service.