

1.19.9 TUPE – Change Management

If a management of change will be required on TUPE in this service please outline how this will be carried out and how any redundancy costs will be met. Provide a copy of Management of Change Policies

(Maximum Word Count – no limit but be concise)

Vocare is the current provider of GP-OOH services across the whole of Staffordshire. Therefore, whether we were to win one Lot or both, we will not be TUPE transferring any staff into Vocare. We will be continuing to subcontract the prison service in the South Lot to our current prison healthcare specialist, The Gables Offender Healthcare. Therefore TUPE will not apply to this element either.

Should we not win both Lots, we will be involved in transferring staff out of Vocare to the incoming provider, which will involve a requirement for change management.

Although incoming TUPE will not apply, the scope of the new contract is significant different from the existing integrated urgent care contract. For example, we will no longer be providing the NHS-111 aspect and our staff will be using the mandated WMAS Adastra system. In addition, unless we win both Lots, we will no longer be providing services across the whole of Staffordshire. Therefore, our teams will definitely be managing change, albeit not associated with TUPE.

1.19.9.1-Organisational approach to managing change

a)-Inevitability of change

Change is driven by both internal and external factors and is therefore a constant evolution in the approach to managing change across the organisation in an agile manner.

External drivers of changes in our approach to service delivery include public health demands, demographic and populations changes, case law decisions and technological advances leading to new and improved ways of working for efficiency and cost control.

Proposed changes in the national approach to delivery of NHS-111, 999, GP-OOH and UTC services will drive the need to be agile in adapting to new ways of working.

Covid-19 changed the way in which patients interacted with primary care providers, with resulting effects on our staffing, attraction, working conditions and duty of care towards staff and patients. Gold, Silver and Bronze multi-disciplinary team approach to staff safety and service delivery was created at the beginning of the Covid-19 crisis providing a strategic, tactical and operational direction.

Irrespective of the type of change we will encounter over the contract term, we are equipped as a service to manage change via our robust management of change policy and implementation manual.

b)-Issues associated with change

The most common impact of change is fear of the unknown potentially leading to issues with absence and attrition. Clear and transparent 2-way communication is key to minimising disruption on staff and service delivery throughout the process of change.

We use our management of change procedure and carefully consider the impact on our colleagues, systems, processes and partnerships and where possible assign a designated project lead to manage larger-scale changes who is qualified in Prince 2 Lite.

We will always work collaboratively with our partnerships to manage change as smoothly as possible and that everyone is informed and bought into the rationale for change. We have in the past, incorporated theoretical models such as the Kubler-Ross change curve to help us to manage the emotional aspect of change.

c)-Scale of change

Most recently, Covid-19 has driven the need for adaptability and created new ways of working that have been embraced across all sectors. Examples of smaller changes that have been implemented include realignment of shift patterns for our operational and clinical staff and site closures following the change of delivery models following Covid-19, which have resulted in redundancies.

Larger scale change programmes have been managed at a group level, for example, we have integrated our management teams into a divisional model by combining the Vocare and Greenbrook Healthcare subsidiaries to better support OOH/UTC services. We have also managed large-scale mobilisations within the business and demobilisations as part our business strategy.

d)-Vocare management of change policy

All change processes are guided by the Management of Change Policy (submitted as part of this response). It is based on best practice, ACAS and CIPD guidance with the focus on transparency and engagement.

Our management of change policy outlines Vocare's intentions for managing organisational change in a sensitive, consistent and fair manner, in line with statutory requirements and best practice.

The policy has been considered in the context of the following legislation:

- Trade Union and Labour Relations (Consolidation) act 1992, as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) Regulations 1999.
- Employment Rights Act 1996.
- Maternity and Parental Leave Regulations 1999.
- Shared Parental Leave Regulations 2014.

Our policy has an associated Implementation Manual that details the framework to be applied for all situations of formal organisational change.

e)-Managing change

Prince2 Lite methodology guides the end-to-end process of delivering change via the designated Project Lead.

Change teams usually comprise: Directors of Clinical, Medical and Operations for the Urgent-Care Division, Regional/Area Directors and HR, supported by a project co-ordinator. Feeding into projects are identified workstream leads such as HR, IT, Governance, Finance and Area/Regional management teams.

Communication: At the onset of a change such as TUPE transfers, initial communication is led by face-to-face and virtual meetings to brief management and staff in the reason behind the proposed change. A dedicated email inbox capture questions from those affected by the proposed change and informational FAQs are circulated as part of the communications strategy. Initial briefings are followed by regular written briefings to aid transparency throughout the process until the start of the formal process e.g. TUPE, Integration etc.

Engagement and briefing sessions seek input and interaction from those involved, aiming to ensure that the change happens 'with, and not to' those involved.

Evaluating impact of change: Each project plan clearly identifies the objectives of the change with milestones and timelines. Both qualitative and quantitative metrics are used to evaluate the success of each initiative.

Regular communication and feedback throughout the change process enables the project board to regularly assess progress of the organisational objectives. Taking care to identify any unintended outcomes, the organisation has the opportunity to guide the process to success, avoid issues and harness new ideas with potential to benefit the business and/or its service users.

Touchpoint surveys prior to, at regular intervals, and towards the end of the process keep feedback current and relevant to check that the change has been implemented effectively and with the desired outcome and any concerns that are identified are able to be reviewed.

Critical success factors for managing change effectively: Planning via a dedicated project board with service leads subgroup to drive change across the relevant departments is a prime example of what helps create successful change. Others include:

- Terms of reference: scope and identified outcome.
- Clearly identified Project Lead.
- Identifiers for success.
- Calendar and/or Gantt charts to monitor and drive progress.
- Communication.
- Transparency.
- Preparing staff and management for the change: Working environment.
- Consideration around the perception of change and how this is managed, which should be considered in conjunction with welfare interventions.
- Staff morale and engagement: Hearts and Minds.

1.19.9.2-Management of change regarding TUPE on this contract

Although TUPE does not apply to us on this contract, Figure 1 shows our proven process.

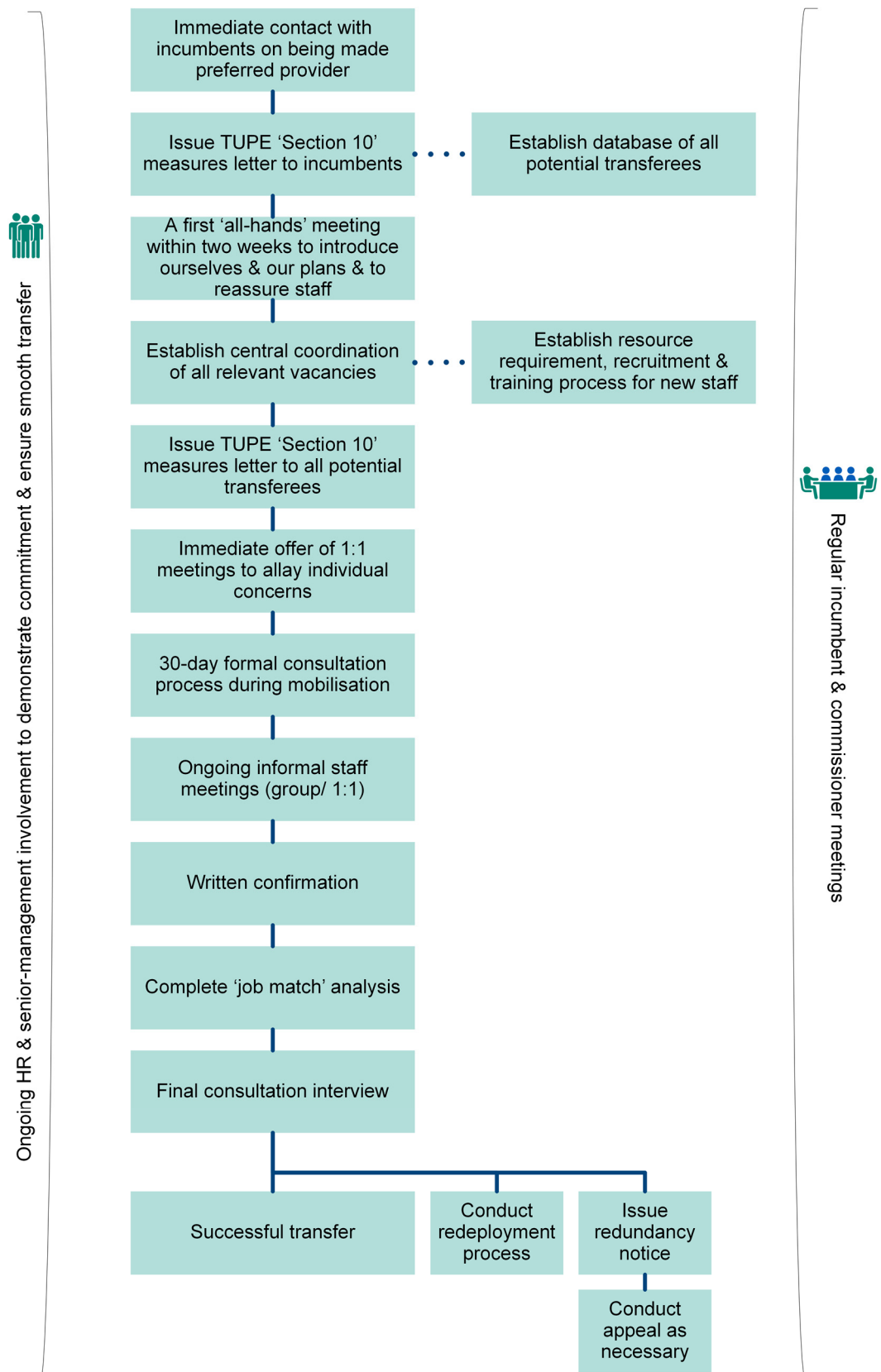


Figure 1: TUPE process

1.19.9.3-Approach to meeting redundancy costs

Vocare has made a small provision for redundancy cost within the financial envelope. As the service specification and model of care has changed from the current service provided, we have undertaken analysis to establish what roles are required to fulfil the service requirements.

Redundancy is always a last resort and we will work with any affected individuals to identify any suitable alternative employment posts where they have transferable skills. This includes trial periods for the employees to ensure the alternative work is suitable for them.

Suitable alternative employment is work of a broadly comparable nature taking into account the following:

- Status.
- Nature of work.
- Salary.
- Working hours.
- Work location and home-to-work travel.
- Appropriate relevant qualifications and experience.
- Capability.

We have a comprehensive management of change policy that details all the requirement and steps throughout.

In summary, the following would be considered:

- Suspending advertising and recruitment.
- Reduction in bank and agency usage.
- Asking for volunteers for redundancy.
- Likely effects of natural wastage.
- Looking at existing workloads and overtime levels.
- Consideration of job-sharing and part time working, other flexible arrangements.

If an affected individual has not secured a post in the service subject to organisational change, their employment will be deemed to be 'at risk'. The employee should be registered on the Redeployment Register as quickly as possible with a meeting taking place with the affected individual to confirm:

- The reasons for the redundancy.
- The details of the severance arrangements will be given.
- Whether the individual can take their pension and how this can be arranged.
- The support that will be available to the individual during the 'at risk'/notice period.
- The period of notice being issued and termination date.
- Entitlement to any untaken accrued annual leave payment.
- The grounds when a redundancy payment may not be made.

- Support being offered to help secure alternative employment during the notice period.
- The right to a trial period when securing other employment in the organisation.
- That a letter will be sent issued confirming the termination arrangements and the details of items confirmed in the meeting, as per this list.



Management of Organisational Change Policy

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