

## **Enfield Hospitals - Organisational Feasibility Terms of Reference**

### **Background**

On 12 September 2011 the Secretary of State for Health, Andrew Lansley, announced that he had accepted the Independent Reconfiguration Panel's (IRP) assessment on the Barnet Enfield and Haringey (BEH) clinical strategy.

Representations made to the IRP suggested that the needs of Enfield residents might be better served by the separation of the Barnet and Chase Farm NHS Trust allowing for the creation of a new foundation trust comprising North Middlesex and Chase Farm hospitals.

The Secretary of State has directed NHS London to work with Barnet and Chase Farm Hospitals NHS Trust and North Middlesex University Hospital NHS Trust to assess the feasibility of transferring Chase Farm to the North Middlesex University Hospital NHS Trust with a view to ensuring this happens if the assessment of the merits of doing so supports this.

NHS London is required to provide this feasibility report to the Secretary of State by 16 December 2011

### **Scope**

The scope of the feasibility report is organisational considerations. The scope excludes service reconfiguration.

The IRP's report to the Secretary of State was clear that in considering organisational change, for reasons of clinical risk management, effective engagement of all relevant parties and financial viability, these issues should only be explored within the existing framework for implementation of the BEH clinical strategy. The report stated that "The ongoing safety and quality of these services must be the highest priority for all concerned".

In considering options for organisational change, NHS London will also need to take into account the needs of Barnet and Haringey residents.

### **Options to be Considered**

The feasibility report will assess the status quo and the capability of the Barnet and Chase Farm NHS Trust and the North Middlesex University Trust to attain Foundation Trust status as the benchmark against which other options will be considered.

In addition, the report will test the feasibility of:

- the merger of Chase Farm hospital and North Middlesex University NHS Trust; and
- Barnet hospital.

If any of these options are determined not to be feasible, high-level testing will be undertaken on the following possibilities:

- acquisition of any of the three hospitals by another organisation;
- the impact of including local community services and community assets; and
- merger of Barnet and Chase Farm Hospitals NHS Trust and North Middlesex University Hospital NHS Trust.

This high-level testing would include a risk assessment of the complexities of these possibilities, including legal issues and the impact on staff.

### **Criteria**

The following criteria will be used to assess the options:

- the organisational change supports the implementation of the BEH clinical strategy to ensure that sustainable improved and safer clinical services are delivered as quickly as possible for populations of Barnet, Enfield and Haringey;
- the organisational change ensures the financial viability of NHS trusts and their progress towards authorisation as foundation trusts and does not destabilise other NHS trusts' progress towards foundation trust status; and
- the organisational change is deliverable within the current legal and policy framework with no disruption to services and patients, minimum disruption to staff and to a reasonable timetable.

### **Engagement**

In undertaking the work to determine the feasibility of a new organisational configuration, NHS London will work closely with North Central London Cluster, Barnet and Chase Farm Hospitals NHS Trust and North Middlesex University Hospital NHS Trust. The work will be informed by the views of current and emerging commissioners (including those representing the population in Hertfordshire that will use the hospitals in the future), clinical and non-clinical staff employed by the affected trusts, local LINKs and elected representatives.

### **Contact name**

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