

Sunbeam House Services/ KARE Merger

CEO's Promote Discussion with respective Board's

- ❖ Process started in 2014
- ❖ Identify Possible Partners
- ❖ Initial Meeting of Boards with Facilitator
- ❖ Recommendations to both boards to enter formal discussions
- ❖ “Do Lunch or be lunch”

Management Teams to explore shared values and potential benefits

Steering Group appointed to include HSE

Appoint Project Manager

Both management teams meet monthly

Some small groups on specific issues

Communication

- ▶ Boards
- ▶ Staff
- ▶ Service users
- ▶ Families
- ▶ Unions
- ▶ The weekly meeting of CEO's with project manager

Communications cont.

- ▶ Monthly meeting of Steering Committee
- ▶ Regular review meetings with HSE

Documents approved by Steering Committee Phase 1

NAME	OUTSIDE CONTRACTOR CONTRIBUTED
Drivers of the merger	
FAQ	
GeoMap of all locations	
GeoMap Excel	
KARE & SHS Whole time Equivalent	
Letter to Families: SHS and KARE*	
Letter to Staff: SHS and KARE*	
Management Structure	
Role of Chief Executive of the Group	
Role of Executive Chairman of the group	

DOCUMENTS OF STEERING COMMITTEE CONT.

SCA Draft Directors Report and Financial Statements Year end 2014

SCA Directors Report and Financial Statements Year end 2013

SCA Directors Report and Financial Statements Year end 2012

SHS and KARE Service Users Numbers

SHS Draft Financials 2014

SHS Financials 2012

SHS Financials 2013

Vision, Mission, Values

KARE AFS 2012

KARE AFS 2013

KARE AFS 2014

Two Possible Structures Emerge

▶ A. One new large entity

Or

▶ B. A Group Structure

▶ Recommendation to go with Group Structure

▶ Go / No Go Decision - October 2015

Phase 2 Steering Committee Established

**St Catherine's Association
Section 39 Agency joins the
process**

Documents Created Phase 2

Name	Outside Contractor Contributed
HoldCo Constitution	Arthur Cox
Framework Agreement	Arthur Cox
Business Case	
Management Agreement	Arthur Cox
New Group Structure	The Performance Partnership
PwC Due Diligence: KARE	PwC
PwC Due Diligence: SHS	PwC
PwC Due Diligence: SCA	PwC
Job Description: Group CEO	The Performance Partnership

Documents Created cont.

Job Description: Director of Finance & Corporate Services	The Performance Partnership
Job Description: Director of HR	The Performance Partnership
Job Description: Director of Operations	The performance Partnership
Job Description: Director of Quality and Compliance	The Performance Partnership
Job Description: HR Manager	
Job Description: Regional Manager (x4)	The performance Partnership
Job Description: Quality and Compliance Manager	
Job Description: Innovation Manager	The performance Partnership
Job Description: Finance Manager	

Documents Created cont.

Job Description: Housing, Facilities & Transport Manager

Job Description: ICT Manager

Job Description: Children's Services Manager

Terms of Reference for Steering Committee: Phase 2

Gantt Chart

Step Plan: KARE

Arthur Cox

Step Plan: SHS

Arthur Cox

Step Plan: SCA

Arthur Cox

Password for PWC Document

PWC

Proposal to Establish new Group
April 2016.

Business Case written and re-
written to ensure HSE and
Departmental agreement - April
2016 to January 2017

Still not established!

Issues / Reflections

- ▶ Formally involve the department of Health with Regular updates
- ▶ Finish what you start before adding a new partner
- ▶ Get explicit agreement on dealing with legacy issues, in writing at the beginning of the process and as you learn about them
- ▶ Keep the momentum going
- ▶ 38/39 mix?
- ▶ Be upfront re cost: ie consultants
- ▶ Don't underestimate the level of personal energy, communication and emotion that you will need or encounter throughout the process.
- ▶ DPER