



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



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| Meeting Date | 30 May 2019 | Agenda Item | 2.2 |
| Report Title | Bridgend Boundary Change Update | | |
| Report Author | Hannah Evans, Director of Transformation | | |
| Report Sponsor | Hannah Evans, Director of Transformation | | |
| Presented by | Hannah Evans, Director of Transformation | | |
| Freedom of Information | Open | | |
| Purpose of the Report | To update Board on close down arrangements for the Bridgend Boundary Change Transition Programme | | |
| Key Issues | <ul style="list-style-type: none"> - Bridgend Boundary change was successfully delivered by 1 April, following significant commitment and work from staff within the organisation, the Transformation Programme team and with colleagues in Cwm Taf Morgannwg. - The Joint Transition Board met for the last time on 23 April 2019 where it agreed to close down the JTB following delivery of the programme. - Ongoing arrangements between the two health Board have been agreed. | | |
| Specific Action Required (please choose one only) | Information | Discussion | Assurance |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recommendations | Members are asked to: <ul style="list-style-type: none"> • NOTE this update | | |

BRIDGEND BOUNDARY CHANGE

Transition Programme Update and Close Down

1. INTRODUCTION

The purpose of this report is to confirm the close down arrangements for the Bridgend Boundary Transition Programme and outline the legacy process and the ongoing work areas which are being progressed with Cwm Taf Morgannwg.

2. BACKGROUND

The Minister for Health and Social Services announced on 14 June 2018 that from 1 April 2019, the responsibility for providing healthcare services for the people in the Bridgend County Borough Council (BCBC) area will move from ABM UHB to CT UHB.

As agreed by both the Health Boards, a Joint Transition Board (JTB) was established as a sub-committee of each health board to oversee the implementation of the boundary change. The JTB met monthly during the period of the Transition Programme and received regular updates via the Transition Director on the programme of work from the Joint Transition Programme Group (JTPG). The programme of work was been taken forward by a number of work streams that report into the JTPG, each jointly chaired by representatives of both Health Board.

The Board of ABMU and then Swansea Bay have been regularly kept apprised of progress and issues through formal Board reports and through updates to Board Development.

3. ASSESSMENT / GOVERNANCE AND RISK ISSUES

Programme Outcome

Overall, the implementation of the boundary change was successful in that the legislative change came into effect on 1 April 2019 as originally set out in the Welsh Government announcement made on 14 June 2018.

The legislation introduced a name change for both NHS organisations; although importantly the boundary change did not create two new legal entities.

From 1 April 2019 the commissioning responsibility for the population of Bridgend transferred to Cwm Taf Morgannwg UHB. A range of primary, community, mental health, and acute health services are now provided to the population of Bridgend by CTM UHB.

Where set out in a Long Term Agreement (LTA) or Service Level Agreement (SLA) certain services, including several specialised services, continue to be provided to the population of Bridgend county borough by SB UHB. Equally, several services provided

to the populations of Neath Port Talbot and Swansea are now provided by CTM UHB; mainly in relation to services provided on the Neath Port Talbot Hospital site.

Quality and delivery of patient care drove decision-making and joint-working arrangements across the two Health Boards and Bridgend CBC to deliver seamless local services during the Joint Transition Programme.

Programme close down

The Joint Transition Board met for a final time on 23rd April 2019. The JTB received a final Governance Handover Statement and a Quality & Safety Legacy Statement.

The Q&S Legacy Statement sets out a comprehensive summary of work from the Quality and Patient Safety work stream, identifying known quality and patient safety issues, actions in train or recommended and areas of good practice.

The purpose of the Handover Statement is to provide the context within which the Health Boards approached transferring healthcare services in the Bridgend County Borough Council (BCBC) area to Cwm Taf and moving the Health Board boundary accordingly. The statement highlights the work that needs to be taken forward in implementation planning and the critical issues that will influence its success.

The Handover Statement was developed following existing best practice guidance. It includes an overarching summary of key information in relation to:

- How the Joint Transition programme was established and managed;
- Key decisions made in relation to staffing, finance and corporate governance issues;
- Functions that have transferred and the governance framework in place for partnership working;
- The resources, assets, functions and liabilities that will transfer to the Cwm Taf Morgannwg University Health Board (CTMUHB);
- Residual issues and opportunities that require further work beyond April 2019.

Ongoing work and joint arrangements

A Memorandum of Understanding (MoU) has been agreed between the two organisations, incorporating the principles that the JTB has used to work together to manage the transition and boundary change. The aim of the MoU is to set out the agreement reached by the two organisations in relation to the future co-operation, sharing of sites, staff and other resources and the exchange of information.

It is intended to complement and not override any long-term agreements and service level agreements entered into by the two organisations. Whilst it is not intended that the MoU should be legally binding, it does reinforce that both organisations agree to adhere to its principles and to show proper regard for each other's activities and responsibilities.

At its last meeting on 23 April, the JTB agreed the areas of outstanding and ongoing work in the context of the boundary change and agreed to take forward these via Joint Executive Team meetings, meeting initially on a monthly basis.

The residual work programme includes the following areas:

Commissioning & SLAs

As a result of the Bridgend Boundary Change, there are a number of new clinical and corporate SLAs between SBUHB and CTMUHB.

Work is drawing to a conclusion on these SLAs with an intention to sign off all of them by 31st May 2019 in line with national guidelines.

- **Clinical SLAs**

There will be circa 90 clinical SLAs with Swansea Bay providing some £17m of clinical services to CTM with £5m of services coming the other way. The more significant services SB provide to CTM will be:

- Pathology (service)
- Trauma and orthopaedics (clinical capacity)
- Breast services (clinical capacity)
- GP OOH (service).
- General surgery (clinical capacity)
- Gynaecology (clinical capacity)

The more significant services CTM are providing to SB will be:

- Anaesthetics (service)
- Rheumatology (clinical capacity)

Indicative values have been agreed for all clinical SLAs and the majority have now been agreed between the services, commissioning and finance.

In addition, there were a number of clinical services where SLA arrangements have been put in place as there was insufficient time to safely disaggregate services without detriment to quality and patient safety. The Joint Executive Group will oversee the programme of work to deliver safe disaggregation of services in these areas, having due regard to due processes of staff and public engagement and consultation as required.

- **Corporate SLAs**

There will be 22 Corporate SLAs. SB will provide some £2.7m of corporate services to CTM with £1.1m of services coming the other way. The services SB provide to CTM will be:

- Informatics
- Workforce (Occupational Health and KRONOS)
- Finance (Counter Fraud and Glanrhyd Cash Office)
- Facilities (EBME and Enterprise Cars)

- Estates (Estates Help Desk)

The more significant services CTM provide to SB will be:

- Estates (mainly Glanrhyd site)
- Facilities (mainly Glanrhyd site)
- Patient Registration

Indicative values have been agreed for all corporate SLAs and the majority have now been agreed between the services and finance.

In terms of the process for sign off, all SLAs will be signed off by the relevant service manager, Executive Director and Director of Finance. These will then go forward for Chair's action and final ratification.

Operational

Whilst both organisations, through the MOU, are encouraging any day to day operational matters to be addressed via discussion between the two teams, the Joint Executive Group provides an opportunity to escalate issues for resolution after they have been raised with relevant Directors.

Financial

Discussion on the post boundary change financial framework are ongoing with Cwm Taf Morgannwg and Welsh Government. A Due Diligence exercise has been commissioned by Welsh Government is currently underway. Discussion on the financial frameworks will be progressed with Welsh Government in the context of the organisation's Annual Plan and development of IMTP.

Service and ICT planning

Finally, the Joint Executive Group meetings will provide opportunity to align any future clinical services strategy for both organisations and the ongoing and future ICT arrangements.

4. RECOMMENDATION

Members are asked to:

- **NOTE** this report

| Governance and Assurance | | |
|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Link to Enabling Objectives <i>(please choose)</i> | Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities | |
| | Partnerships for Improving Health and Wellbeing | <input checked="" type="checkbox"/> |
| | Co-Production and Health Literacy | <input type="checkbox"/> |
| | Digitally Enabled Health and Wellbeing | <input type="checkbox"/> |
| | Deliver better care through excellent health and care services achieving the outcomes that matter most to people | |
| | Best Value Outcomes and High Quality Care | <input checked="" type="checkbox"/> |
| | Partnerships for Care | <input checked="" type="checkbox"/> |
| | Excellent Staff | <input type="checkbox"/> |
| | Digitally Enabled Care | <input type="checkbox"/> |
| | Outstanding Research, Innovation, Education and Learning | <input type="checkbox"/> |
| Health and Care Standards | | |
| <i>(please choose)</i> | Staying Healthy | <input checked="" type="checkbox"/> |
| | Safe Care | <input type="checkbox"/> |
| | Effective Care | <input type="checkbox"/> |
| | Dignified Care | <input type="checkbox"/> |
| | Timely Care | <input checked="" type="checkbox"/> |
| | Individual Care | <input type="checkbox"/> |
| | Staff and Resources | <input checked="" type="checkbox"/> |
| Quality, Safety and Patient Experience | | |
| There are no direct implications of this report. | | |
| Financial Implications | | |
| This is being progressed through the financial framework and annual plan and IMPT discussions with WG | | |
| Legal Implications (including equality and diversity assessment) | | |
| None in this report | | |
| Staffing Implications | | |
| There are no direct implications on workforce in this report. | | |
| Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015) | | |
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| Report History | | |
| Appendices | | |