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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	24 January 2023	Agenda Item	4.4
Report Title	CAMHS transfer from CTM to SBUHB		
Report Author	Nerissa Vaughan		
Report Sponsor	Janet Williams/Sian Harrop Griffiths		
Presented by	Janet Williams		
Freedom of Information	Open		
Purpose of the Report	This paper updates the progress being made on transferring CAMHS (child and adolescent mental health) services from a commissioning arrangement with Cwm Taff Morgannwg University Health Board (CTM) to direct provision by Swansea Bay.		
Key Issues	<ul style="list-style-type: none"> • Project arrangements • Project Plan • Risks associated with the transfer 		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>The Committee is recommended to:</p> <ul style="list-style-type: none"> • NOTE the contents of the report and the actions being taken to ensure a smooth transition from 1st April 2023; • NOTE the capital cost of £40k plus vat for ICT (information communications technology) equipment • NOTE the associated risks highlighted and mitigating actions; and • AGREE to receive a further report in March 2023. 		

1. INTRODUCTION

The Health Board approved the transfer of Swansea Bay CAMHS from CTM at its meeting on 29th September. The recommendation was that notice would be served to CTM and that the service would transfer back to the Health Board from the 1st April 2023 excluding on-call and Tier 4 services. On-call would remain in a residual SLA (service level agreement) arrangement with CTM and Tier 4 would continue to be commissioned by WHSSC (Welsh Health Specialised Services Committee) in a commissioning arrangement with CTM. It was also agreed that regular updates would be given to both Management Board and Quality and Safety Committee. This paper updates the Quality and Safety Committee on the progress made to date and flags risk issues associated with the transfer.

2. BACKGROUND

Swansea Bay CAMHS is a small, self-contained service with a commissioning value of just over £5million. The transfer of services has been something which has been discussed by the Board and other stakeholders for a significant amount of time and having made the decision to transfer the service back to an in house model the timescales associated with the transfer are relatively short. With these factors in mind, Project arrangements for the transfer were set up swiftly and a fortnightly transitional Project Board has been established which is overseeing the transfer. It is a joint Board chaired by the Swansea Bay Service Group Director for MH and LD (mental health and learning disabilities) services and has membership from both Swansea Bay and CTM. A detailed project plan (attached at Appendix 1) has been developed which describes the tasks required, identifies the section lead from both CTM and SBUHB and highlights the timescales associated with the tasks. A high level risk traffic lighted matrix has been developed which assesses the status of the project groupings.

The groupings of the project are as follows:

- Governance
- Workforce
- ITC
- Finance
- SLA – residual
- Operational
- Estates

Overall the project is on track to meet 1st April transfer deadline at present. The risks associated with the programme are highlighted in each section. The highest risks remain with the Workforce and ITC groupings.

Governance - Green

The Governance for the programme is rated green.

The Project arrangements have been established with agreed membership from CTM and Swansea Bay. Terms of Reference have been signed off by the Board which include the reporting arrangements and relationships with other meetings. The Board is chaired by the Service Group Director for Mental Health and Learning Disabilities and includes project management and administrative support. The Board meets fortnightly with a standing agenda. A detailed project plan has been developed which highlights the key tasks, task owner and timescales for completion. Progress is monitored by the Project Board where key risks are identified, discussed and resolved.

Workforce - Amber

This area represents the most complex and potentially the highest risk within the project. A separate sub group reporting into the Project Board is being established to ensure that there is an enhanced focus on this area and that the risks are mitigated.

The areas covered are:

- TUPE (Transfer of Undertakings (Protection of Employment)) transfer
- Staff wellbeing during the transition
- Clarity on ongoing management arrangements
- Staff Vacancies

The area is currently rated as amber, although the potential risks associated with the process remain high, at present these are being managed.

The TUPE process was formally launched on December 13th. It is led by CTM as they are currently the employers. Swansea Bay are the receiving organisation and are involved in the process. A consultation document has been shared with staff side and SBU and was discussed at a joint meeting with staff on the 13th December.

A further joint staff engagement meeting took place on 21st December with further individual 1.1s led by CTM taking place between the 9th to 13th January. The consultation ends on 18th January with feedback due w/c 23rd January. Issues so far raised relate to Lease Cars and City Centre car parking permits to access the Kingsway outpatient service – Ty Meddwl. Staff at present remain positive about the transfer to Swansea Bay.

A list of staff has been shared with SBU which is being scrutinised against the finance schedules to ensure there is congruence.

The future management structure has been confirmed by SBU and an advert has been placed for a general manager post for the service as the existing general manager does not come under TUPE arrangements and will not transfer in April. The new appointment is expected to be in post in Feb/March 2023.

Individual 1.1s have taken place with the CAMHS management team/clinical lead with the SBU group management and further preparatory integration e.g. invites to standing meetings for CTM staff will continue in the New Year.

Vacancies continue to be a risk in the service with continued ongoing recruitment to key posts. There is a reliance on temporary/locum and agency support in some areas such as therapies and medical staffing. There are also potential variations in rates of pay between those paid by CTM and SBU. The detail of this is being established on a post by post basis to ensure this is resolved before transfer. This is a potentially significant issue if Terms and Conditions are not transferable and could cause service resilience issues as there are a number of service critical medical staff involved. Ongoing efforts are being made to recruit substantively to these posts with some success but there remains a risk around recruitment – hence this project grouping is rated amber.

ICT - Amber

A detailed project plan has been developed by IT to support the transfer of CAMHS. To date assessments are being carried out on;

- Network and Telephony
- Devices
- User Accounts
- Data
- Digital Literacy
- Paper Records/storage

The aim is to develop more comprehensive programmes following the outputs of the assessment but there are clear timescales contained in the project plan to support this.

The main risks at present relate to devices where replacement laptops will be required. CTM hardware is mainly 'thin' technology which is not compatible with Swansea Bay software. A full replacement programme is currently being developed but the capital requirement is estimated at circa £40k plus vat at present. This will need to be funded through the Swansea Bay digital replacement programme.

The other risk relates to the fact that the service is heavily dependent on paper based records with storage being an issue. Transfer of records from CTM to Swansea Bay is a complex task and a more detailed programme is being developed to support this. At present this presents a risk and the grouping is rated amber as a result.

Finance - Green

At present this is rated as green.

CTM and Swansea Bay have very clear and agreed schedules which support the commissioning of this service.

A clear process has been established to monitor staff vacancies and turnover and the finance schedules are very detailed in nature. A comparison of the issued TUPE

transfer list and the finance schedule are currently underway to ensure that there is a match between the two.

Overall there is an underspend on the budget of £665K.

There are pressures on the core budget around use of agency/waiting list initiatives to support service delivery – it should be noted, however, that the service has been running significant extra activity during the year to reduce the backlog on the waiting list. This has reduced from 367 in April to 115 in November. In addition the vacancy rate has significantly reduced since April with the vacancy rate reducing from 35% to 16% in November.

This means that the profile of spend has reduced in the latter part of the year.

Negotiation around the residual SLA to cover on-call is underway but will not be complete until the end of February. This may represent a risk if CTM press for an increased cost as they are currently absorbing locum costs to cover the rota. No indication has been made by CTM as of yet that they will pursue this – but it may materialise during the course of the negotiation.

The capital cost pressure of circa £40k for computer hardware as described above should be noted.

Residual SLA - Amber

The agreed service specification for the existing CAMHS service is very detailed and contains a very clear descriptor of the on-call service. CTM have recognised that the residual SLA will need to be agreed by the end of February and have also agreed that they need to work with SBU on the detail of this to ensure the appropriate documentation is completed and agreed. As outlined above there is a risk that they will seek to cover extra costs around the on-call rota as they rely on locum staff to support this. This is in the main due to the fact that a number of contributing CTM consultants do not have on-call commitments in their job plans and are covered by locums. Cardiff and Vale incurred additional costs to cover on-call when they transferred the service some years ago. This was in the order of £70k. SBU will clearly resist this cost increase but the Board need to be sighted on this risk.

Operational - Green

Performance has been improving throughout the year and the service achieved the Part 1a target of 80% in November. Actual performance was 83%.

Part 1b target performance was 36% and was a consequence of the high number of assessments being undertaken in September as well as waiting list clearance of longer waiters. The service remains on trajectory to meet the measure from March 23.

There has been a reliance on extra capacity during 22/3 to meet targets which clearly is an ongoing risk into the future. By the end of February and before the transfer takes place clear demand and capacity plans will be developed and agreed

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with CTM which build on the existing plans to ensure that performance remains on target post transfer.

Admin processes remain a cause for concern and as part of the transfer close attention will need to be paid to this. This area currently forms part of the IT grouping and more detail will need to be developed by the end of January to ensure this is addressed.

Estates - Green

Outpatient services are delivered in the Children's centre in NPTH and Ty'r Meddwl on the Kingsway in Swansea City Centre. There is a lease on this facility which is currently held by SBUHB and recharged to CTM. The lease has been checked to ensure there are no issues relating to a change of occupier of the building and no changes to the lease need to be made as a result of this transfer.

3. GOVERNANCE AND RISK ISSUES

The Committee is reminded that the original option appraisal process which supported the Health Board's decision to repatriate this service from CTM, raised a number of issues relating to this service. These remain. The service is on an improvement journey which will span 3-5 years and the issues will need to be resolved in a staged way supported by an organisational development plan. The immediate risks highlighted in this paper are being resolved as part of the transfer process. Longer term issues will continue to need to be addressed post transfer.

The Committee should note the governance arrangements which have been established to support the transfer process. These follow the Health Board approved arrangements and are in line with all agreed SLA governance arrangements between CTM and Swansea Bay.

4. FINANCIAL IMPLICATIONS

The Committee should note the capital requirement highlighted in this report in relation to capital spend for IT equipment. There is also the potential risk associated with the residual SLA which at this stage has not been formalised. This will be reported on in March.

5. RECOMMENDATION

The Committee is recommended to:

- **NOTE** the contents of the report and the actions being taken to ensure a smooth transition from 1st April 2023;
- **NOTE** the capital cost of £40k plus VAT for ICT equipment
- **NOTE** the associated risks highlighted and mitigating actions; and
- **AGREE** to receive a further report in March 2023.

Governance and Assurance

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Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input 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 type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The transfer will enable improved pathway development and standardisation of clinical standards		
Financial Implications		
There is a capital requirement of £40K plus VAT for computer hardware. There is a financial risk around the residual SLA arrangements with CTM		
Legal Implications (including equality and diversity assessment)		
None		
Staffing Implications		
TUPE transfer of 80wte from CTM to SBUHB. There are risks relating to temporary staffing terms and conditions as well as agency usage due to vacancies.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Briefly identify how the paper will have an impact of the "The Well-being of Future Generations (Wales) Act 2015, 5 ways of working. It will improve pathways of care and support better integration with partners.		
Report History	Health Board paper 29 th September	
Appendices	Project Plan	

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