



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	28 March 2023	Agenda Item	3.1
Report Title	CAMHS transfer from CTM to SBUHB		
Report Author	Nerissa Vaughan		
Report Sponsor	Janet Williams, Service Group Director & /Siân Harrop-Griffiths, Executive Director of Strategy		
Presented by	Siân Harrop-Griffiths, Executive Director of Strategy		
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
	☒	☒	☒
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 associated risks highlighted and mitigating actions • NOTE that the transfer is on target to transfer on 1st April 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 updates would be given to both Management Board and Quality and Safety Committee. Both meetings received updates in January. This paper updates the Quality and Safety Committee of the good progress which has been made since the last update and whilst a number of ongoing risks such as recruitment remain, most risks have been managed and eliminated. The main area of focus, and with it risk, is now around data transfer and with it the corresponding implications for the waiting list.

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 Mental Health and Learning Disabilities (MH&LD) services and has membership from both Swansea Bay and CTM. A detailed project plan 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 grouping.

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. The risks associated with the programme are highlighted in each section. The highest risk remains with the ITC grouping.

Governance - Green

The Governance for the programme is rated green.

Quality and Safety Committee – Tuesday, 28th March 2023

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 MH&LD 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. This Project Board has continued since the last update to the Committee and will meet until 31st March, when the Board will be stood down and transfer into business as usual operational arrangements.

Workforce - Amber

This area represented the most complex in the transfer and has proceeded very well. A separate sub group reporting into the Project Board was established in January to ensure that there is an enhanced focus on this area and that the previous risks identified were 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 which is now only due to the fact that this is a hard to recruit specialty and represents an ongoing risk.

The TUPE process was formally launched on December 13th. It was led by CTM as they are currently the employers. Swansea Bay are the receiving organisation and are involved in the process. A consultation document was 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 ended on 18th January with feedback given w/c 23rd January. Issues such as lease cars and salary sacrifice were identified and these have been resolved.

The TUPE process concluded without any issues and staff received letters from CTM to notify them of the change to employer to SBU in February. Staff received confirmation of this from SBU in March welcoming them to the organisation from 1st April 2023.

The future management structure has been confirmed by SBU and a general manger was appointed who began in post in February 2023 as the existing general manger did not come under TUPE arrangements and will not transfer in April.

Individual 1:1s took place with the CAMHS management team/clinical lead with the SBU group management and further preparatory integration has continued throughout February and March, with increasing operational presence from SBU.

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. The Workforce Group described above was established in January and has overseen the recruitment process to ensure there is a smooth transition and whilst recruitment continues to be an ongoing risk there is a strong underlying process in place to ensure that recruitment and agency requirements are not disrupted by the transfer. New vacancies are advertised under Swansea Bay arrangements and existing agency arrangements have been extended into next financial year to ensure continuity. 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 was developed by IT to support the transfer of CAMHS.

This included:

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

One of the main risks previously reported related to devices where replacement laptops/desk tops were required. CTM hardware is mainly 'thin' technology which is not compatible with Swansea Bay software. A full replacement programme was developed and capital was allocated to support this programme of £40k. This was ordered and is currently being installed. This area no longer represents any risk.

A new risk has emerged around data transfer, which involves manually moving patient information from the CTM information systems and updating them onto Swansea Bay. This is a complex exercise and was previously anticipated to be an automated process. For a variety of technical reasons this has not been possible and this exercise is scheduled to be undertaken over the weekend of 17th March.

As previously identified to the Committee, CAMHS administrative services have been a cause of concern. Since the Committee was last updated a number of issues have arisen within the CAMHS patient administration team which in the short term have been resolved but represent an ongoing risk which will need to be addressed post transfer. In the main these are around vacancies and sickness. This has highlighted potential concerns about the quality of the information that may be in situ on the CTM systems and which SBU will need to improve during the data transfer process. This may have implications for the waiting list and therefore the performance reporting of the service.

A very detailed exercise has been planned for the weekend of the 17th March, which will include a very clear audit process where patient information has to be altered/improved. This will ensure that there is a clear explanation of changes and a reconciliation to previously reported data.

Following this exercise a clinical and operational review will take place to assess the operational implications (if any) of the exercise.

Finance - Green

At present, this is rated as green.

There were no issues arising from the TUPE process and CTM and SBU have agreed the financial implications of the transfer.

There is an ongoing risk around agency usage, which is being mitigated by recruitment.

Negotiation around the residual SLA to cover on-call is nearing conclusion with a clear service specification and costing schedule in place. There is a financial risk of £11k at present, which is being negotiated.

Residual SLA - Green

The agreed service specification for the existing CAMHS service was already very detailed but this has been further enhanced to give more clarity on the on call arrangements. This is supported by a very transparent costing schedule, which identifies usage of the on call service by the network partners – CTM, SBU and Cardiff and Vale. It represents a cost pressure of 11k at present, which is being negotiated upon. It is anticipated that this will be resolved before the end of March and that the revised SLA will be in place from 1st April.

Operational - Amber

Performance had been improving throughout the year and the service was on track to deliver both the 1a and 1b targets up until January.

Since the Committee was last updated, CTM have revised their assessment of this and with it the trajectories supporting the operational delivery.

This has been for a number of reasons, but a large factor has been the decline in the administrative service which has meant patients were not booked or cancelled and this has, therefore, had a corresponding effect on performance.

The service is still anticipated to achieve delivery of the 1a target, which is an improvement on previous years but will fail the 1b target.

The data migration exercise described above is likely to have consequences for the ongoing waiting list position and this will need to be reviewed once complete. Revised trajectories will need to be developed with clear operational plans in place to ensure the targets on an ongoing basis are met.

The Performance and Finance committee will receive detailed briefing in April and May once the implications are clearer.

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.

Whilst not an implication of the transfer, the Committee needs to be aware that during January Ty'r Meddwl had a significant leak and is currently not occupied whilst repairs are undertaken to the building. Services are currently being run, temporarily, from other venues. The repairs are complex, as they are in part to the roof which form part of the landlord responsibility under the lease. Work between the estates department and the landlord is ongoing to resolve this.

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 risk of £11k on the residual SLA which is still being negotiated.

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 associated risks highlighted and mitigating actions; and
- **NOTE** the service is on target to transfer on April 1st

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 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		
<i>(please choose)</i>	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 £11k risk around the residual SLA		
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, Quality and Safety Committee 24 th January	
Appendices	None	