

<b>ABM University Health Board</b>	
<b>Date of Meeting: 29<sup>th</sup> March 2018</b> <b>Name of Meeting: Health Board</b> <b>Agenda item: 5i.</b>	
<b>Subject</b>	<i>Effective Partnership Working in Bridgend</i>
<b>Prepared by</b>	Siân Harrop-Griffiths, Director of Strategy
<b>Approved by</b>	Siân Harrop-Griffiths, Director of Strategy
<b>Presented by</b>	Siân Harrop-Griffiths, Director of Strategy

### **1.0 Situation**

Welsh Government have consulted on the proposed Health Board Boundary Change to align decision making across health and local government. The Health Board's response to the consultation is attached.

### **2.0 Background**

Welsh Government issued a White Paper "Reforming Local Government – Resilient and Renewed" which set out proposals for the future of local government in Wales. Arising from that, is a proposed health board boundary change, set out in the consultation document "Effective Partnership Working in Bridgend. The consultation ran from 13<sup>th</sup> December 2017 to 7<sup>th</sup> March 2018, and there was a discussion at the Board Development Session in February 2018. The response reflects the discussions at that meeting.

### **3.0 Assessment**

The Health Board is supportive of the recommendations contained within the consultation document, and believes that it could deliver significant benefits to the population of Bridgend.

However, we are also clear that if the consultation proposal is agreed there will be significant implications for the Health Board in terms of senior management, and potentially senior clinical, time required to manage a smooth transition. The impact of this, whilst continuing to deliver financial and performance improvements, will need to be carefully considered. Subject to the outcome of the consultation full risk assessment will be undertaken, and further reports made to Board on the risks, opportunities and resource requirements to deliver this change.

We have also set out in our response to the consultation that there should be no financial detriment to either ABMU or Cwm Taf Health Boards.

The timescales for deciding on the outcomes of the consultation are not yet known, however, we have stated that we believe that if the boundary change is to proceed, it should do so from April 2019.

Whilst the outcome of the consultation is not known, initial scoping discussions between ABMU and Cwm Taf Health Boards have started in case the decision is made to proceed with the recommendations set out in the consultation document. This work is designed to help any possible future transition go as smoothly as possible.

Any change to organisational boundaries requires a set of actions to ensure that the transfer of staff, responsibilities, assets and resources is done in a fair and efficient way, with minimal impact on service continuity.

Typically, such a process involves 4 key stages:

1. **Scoping** – this phase is designed to identify the key issues that will need to be addressed if and when a decision is made to proceed with the change.
2. **Transition** – once a decision is made to proceed with the change, this is the period where the organisations are actively working on the details of the staff and service transfer.
3. **Shadow form** – this isn't always necessary but can involve a transfer of some responsibilities before the official 'go-live' date
4. **New organisation** – all actions to make the transfer have been completed by an agreed 'go-live' date

The scoping phase begins while the consultation is still underway. The other phases will only go ahead if a decision is made by the Welsh Government to progress with the boundary realignment.

A Working Group has been set up across ABMU and Cwm Taf to co-ordinate the scoping exercise which has a number of key objectives, as follows:

- Commence informal staff engagement to support the scoping process in light of the Welsh Government consultation process  
Facilitate early discussions between clinical teams across both Health Boards to support the scoping process
- Identify key clinical, support and corporate services affected by the boundary change and the associated implications for staff, information systems and Estate
- Identify fragile services that may require interim solutions
- Consider any implications for Health Board IMTPs/plans for 18/19 and agree handling with Welsh Government
- Develop outline Transition Plan (critical path / milestones)
- Identify & secure resources to support Transition process
- Develop risk register
- Agree methodology for asset transfer or Service Level Agreements (SLAs)
- Agree principles for apportionment of corporate / partial service transfer resources
- Agree process for due diligence assessments
- Work with partner organisations to identify any required/associated changes

To begin the scoping process a clinical workshop was held in February, so the two organisations could better understand each other's services and agree what future discussions may be required over the next year

#### **4.0 Recommendations**

The Board is recommended to:

- **NOTE** the response submitted to Welsh Government on the consultation proposals.

# **Proposed Boundary Changes Consultation Response from Abertawe Bro Morgannwg University Health Board**

## **Consultation Response Form**

Your name: Siân Harrop-Griffiths

Organisation (if applicable): Abertawe Bro Morgannwg University Health Board

email / telephone number: Siân.harrop-griffiths@wales.nhs.uk

Your address: 1, Talbot Gateway, Baglan, SA12 7AZ

## **Consultation Questions**

**Question 1: Do you agree that changing the health board boundary would strengthen partnership working arrangements for Bridgend County Borough Council, local authorities and other partners across both the Cardiff Capital Region and the Swansea Bay area?**

Yes

### **Please comment here:**

The Health Board and Bridgend County Borough Council have strong working relationships and have jointly developed excellent integrated care services in recent years. We have also established strong partnership arrangements through the Western Bay Regional Partnership Board, established to oversee the implementation of the Social Services & Well Being Act. However, we recognise that this has led to challenges for Bridgend County Borough Council (CBC) in working across two strategic footprints, and that alignment with the Cardiff Capital Region for health and care services would be beneficial to the CBC.

We welcome the acknowledgement in the consultation document that the proposal is for administrative change, not service change. We would not expect the citizens of Bridgend to be disadvantaged through this administrative boundary change, and would not expect services, or patient flows, to change unless there were clearly identified benefits associated with those proposed changes.

The Health Board fully supports the submission made by Bridgend County Borough Council and Bridgend Public Service Board to the consultation.

Attached, at **Appendix 1**, is a letter received on 7<sup>th</sup> March 2018 from the Aberavon Constituency Labour Party which opposes the consultation, for your consideration.

**Question 2: Are there any issues, benefits or risks particular to the proposed boundary change that are not considered in this consultation or that you would like to comment on?**

Yes

**Please comment here:**

The Health Board believes that if agreed this change will potentially deliver significant benefits to the population of Bridgend. However, we also believe that it provides us, with Swansea and Neath Port Talbot Local Authorities to re-appraise our joint working arrangements. We believe that we can build on the good foundations established through the Regional Partnership Board and Public Service Boards and establish a more strategic focus across the revised Health Board boundary. We would advocate for a single Public Service Board for the area which will enable us all to focus our resource on delivering improvements for our population, whilst continuing to be responsive to local need.

The Health Board is also a key partner within the Swansea Bay City Region, and associated City Deal, and this will provide an opportunity to better align resources to support successful delivery of these projects.

As stated previously, if the outcome of the consultation is to proceed with the proposed boundary changes we will work closely with Bridgend CBC and Cwm Taf Health Board to ensure that patient care is not disadvantaged in any way during this period. There are, however, issues associated with delivering this change which require highlighting.

Strategic Direction

A number of services in Swansea are dependent on having sufficient critical mass to sustain them and it will be important to ensure that patient flows are continued after any change of boundary, as long as these flows continue to be in the best interests of patient outcomes. Morriston Hospital is the specialist regional and tertiary centre for South West Wales and its role was confirmed through the South Wales Programme. The Health Board's joint working arrangements with Hywel Dda Health Board and Swansea University through the ARCH Programme recognise and reinforce this role, and the outcome of this consultation should not be detrimental to this.

Access to services for patients – whether in primary, community, secondary or tertiary settings should not be impaired through this change – and over time we would expect there to be improved access and better integration of care. We recognise that this may mean that as service models evolve and change then patient flows may change. However, this is a natural part of service planning for healthcare, and should only be done if patient benefit can be clearly demonstrated.

Medical Training

With regard to medical training. The boundary change creates opportunities to develop new training rotations that take advantage of the increased range of training opportunities that POW would offer Cwm Taf. This will require Health Education and Improvement Wales (HEIW) and the Dean to be flexible in its approach to the allocation of training places across the region.

Service and Financial Performance and Risks

Abertawe Bro Morgannwg University Health Board has a Targeted Intervention status with Welsh Government due to performance and financial challenges, and is preparing a one year plan for 2018/19, rather than a three year Integrated Medium Term Plan. Whilst our financial position is improving, and there are signs of improvements in performance, the Health Board is still in a challenging position. The senior clinical and management capacity required to support the transition and boundary change cannot be underestimated. We will

need to deliver this, whilst at the same time ensuring there is an improvement in our service and financial performance.

As with any organisational change of this scale there will be financial risks to be managed. The Health Board believes that this transfer should not be to the financial detriment of either ABMU or Cwm Taf Health Boards

ABMU will work closely with Cwm Taf, Welsh Government and other stakeholders to ensure an equitable transfer of funding between Health Boards in respect of the Healthcare provided to the Bridgend population.

Significant work will be required to identify the ongoing liabilities currently borne by ABMU which will transfer to Cwm Taf in respect of the Bridgend population. Whilst most of these liabilities will be easily identifiable on the basis of existing management arrangements, there will be services currently provided on an ABMU wide basis. The cost of these services will need to be disaggregated and mechanisms agreed to ensure the respective Health Boards bear an equitable share on an ongoing basis. Funding flows between ABMU, other Health Boards and WHSSC will need to be disaggregated on the basis of patient level information.

#### Corporate Functions

Included in current ABMU wide services are a number of corporate functions the disaggregation of which will not be straightforward. It is anticipated that there may be a requirement for transitional support during the period in which resource in those areas is realigned to reflect the new organisational arrangements.

With regard to IMT and health records, there are significant issues associated with disaggregation and that whilst the boundary change creates challenges for these functions, there are opportunities for the two health Boards and NWIS to work together to adopt forward-looking digital solutions to them. This may require an acceleration of national and local IMT programmes with some associated resources to deliver them at sufficient pace.

If the consultation outcome recommends proceeding with the proposed boundary changes we will need to work with Welsh Government, Cwm Taf Health Board and Bridgend CBC to ensure any risks are fully mitigated.

With regard to the name of the organisation - the boundary change would result in the requirement for a new name for the residual "ABMU" health board.

**Question 3: If the boundary change is implemented, regulations under the Social Services and Well-being (Wales) Act 2014 will also need to be revised to re-align regional partnership boards and partnerships safeguarding children and adults. Are there any issues you would like to raise about consequential changes to Regulations under the Social Services and Well-being (Wales) Act?**

No

**Please comment here:**

The Consultation document outlines that appropriate changes will be need to be made to the current regulations should the proposals go ahead. If the proposals proceed then the *Local Health Boards (Establishment and Dissolution) (Wales) Order 2009* will need to be reviewed as this current covers the local government areas and also consideration should be given to the name of the Abertawe Bro Morgannwg University Health Board as it may no longer cover the Bridgend area and therefore given the change required to the establishment order the name change should also be considered.

Further comments on this will be made through the Western Bay Regional Partnership Board response.

**Question 4: Are there other Regulations or provisions under the Social Services and Well-being (Wales) Act or other legislation which should be considered for amendment if the proposed Health Board boundary change is implemented?**

Yes/No

**Please comment here:**

As above.

**Question 5: Do you consider that the 1 April 2019 for the boundary change to take effect is realistic and achievable?**

Yes

**Please comment here:**

Whilst recognising the challenge set out under Q2 above, the Health Board is firmly of the view that the change should take place in April 2019. Any delay would be detrimental in terms of staff engagement and morale. The Health Board is of the view that there should be a shadow operating period of at least three months to enable a smooth transition.

**Question 6: The Welsh Language Impact Assessment published alongside this consultation paper outlines the Welsh Government's view of the effect of the proposal on the opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language. In relation to the proposals set out in this consultation:**

**a) Are there any positive or adverse effects?**

No

**Please comment here:**

No adverse effects identified

**b) Could the proposals be re-formulated so as to increase the positive effects or reduce any possible adverse effects?**

Yes/No

Please comment here:

N/A

**Question 7: The Equality Impact Assessment published alongside this consultation paper outlines the Welsh Government's view of the effect of the proposal on the opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language. In relation to the proposals set out in this consultation:**

**(a) Are there any positive or adverse effects?**

**N.B. – Following correspondence with Welsh Government, an error in the above question was noted, and has been reworded as follows:**

**Question 7: The Equalities Impact Assessment published alongside the consultation outlines the Welsh Government's view of the effect of the proposals on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment.**

**a) Are there any other positive or adverse effects not identified in the assessment?**

**b) Could the proposals be re-formulated so as to increase the positive effects or reduce any possible adverse effects?**

Yes/No

**Please comment here:**

The consultation document highlights that the proposal is for administrative change not service change. It is anticipated that the main impact may be around the requirement for some corporate staff to travel to new workplaces. The detail of this is yet unknown.

The Health Board is committed to working with staff to maximise work-life balance and understand individual needs. Staff will be fully involved to help minimise any unnecessary disruption and travel to individuals affected.

All affected staff will be supported by the NHS Wales Organisational Change Policy (2017) in partnership with trade unions. The Health Board is committed to engaging and consulting fully with staff throughout the consultation process and thereafter. The Health Board recognises that a high proportion of the workforce is female and women are likely to have caring responsibilities. It will give consideration to the provision of different work patterns and/ or arrangements to facilitate employees personal circumstances wherever possible while ensuring efficient and effective service delivery. This will be facilitated via a range of relevant workplace policies such as flexible working. Any requirement for reasonable adjustment for staff with disabilities will be facilitated.

Where staff are relocated and this necessitates travelling further to work, they are entitled under Agenda for Change terms and conditions to excess travel payments to mitigate against any additional costs involved.

The Health Board will ensure a partnership approach with trade unions colleagues to achieve an effective transition to the new arrangements.

**(b) Could the proposals be re-formulated so as to increase the positive effects or reduce any possible adverse effects?**

Yes/No

**Please comment here:**

Responses to consultations are likely to be made public, on the internet or in a report. If you would prefer your response to remain anonymous, please tick here:

# Labour Llafur

## **ABERAVON CONSTITUENCY LABOUR PARTY**

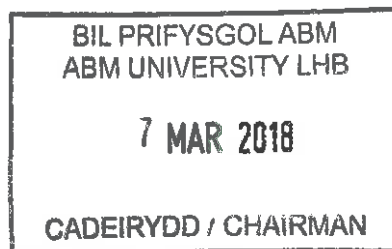
**General Secretary: Les Rees (01639 768605): (07977051213)**

[leslie.rees@ntlworld.com](mailto:leslie.rees@ntlworld.com)

**117 Tyn Y Twr, Baglan, Port Talbot. SA12 8YE**

05 March 2018

Mr Andrew Davies  
Chair, ABMU  
One Talbot Gateway  
Seaway Parade  
Port Talbot.  
SA1 7BR



Dear Andrew

### **Restructuring of Health Boards**

At its last meeting the CLP agreed the following motion: -

“The Aberavon Constituency Labour Party expresses opposition to the changes in the boundaries of ABMU and the knock-on effect it would have. We therefore ask that this motion be considered as part of the consultation process”.

Regards

*Les.*

Les Rees