

NHS North Cumbria CCG Governing Body	Agenda Item
5 April 2017	11

NHS Cumbria CCG Boundary Change Report

Purpose of the Report								
<p>This report is provided to the Governing Body to update members on the progress towards NHS Cumbria CCG changing its boundaries to form NHS North Cumbria CCG from 1 April 2017.</p> <p>A Boundary Change update report was provided to the Governing Body on the 1st February 2017. This report is an update to that submission. It gives an overview of progress to date, risks and issues being managed, work to complete, expectations from 1 April 2017 and the steps being taken to support project closure on 27th April 2017.</p>								
Outcome Required:	Approve		Ratify		For Consideration		For Information	X
Assurance Framework Reference:								
Information regarding the assurance processes relevant to the boundary change process (to ensure compliance with statutory requirements) is included within this report.								

Recommendation(s):
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> • Note the report and the update provided • Endorse the progress made to date • Note the process towards project completion on 31 March 2017 and project close on 27th April 2017.

Introduction
<p>This report is provided to the Governing Body to update members on the progress towards NHS Cumbria CCG changing its boundaries and becoming NHS North Cumbria CCG from 1st April 2017. It gives an overview of progress made to date, the risks and issues being managed, the work still to complete and expectations from 1st April 2017 onwards.</p>
Summary
<p>The decision to redraw CCG and NHS England (NHSE) boundaries was prompted by the clear development in recent years of two health care systems across the Morecambe Bay and North</p>

Cumbria footprints. An additional opportunity was identified to align these boundaries with the NHS planning areas for 'Sustainability and Transformation Plan (STPs) which were announced in December 2015.

Changing the current boundaries to new arrangements, creating NHS Morecambe Bay CCG and NHS North Cumbria CCG fits with existing pathways, through the healthcare system, for patients in these areas.

The intention to change boundaries was approved by the NHS Cumbria CCG Membership Council and NHSE in 2016, subject to receipt and endorsement by NHSE of revised CCG Constitutions and following submission of an application with supporting evidence and information.

Stakeholders from across the Cumbria and Lancashire North CCG footprints have been communicated with and engaged at key points in the boundary change process. This has included information sharing with the public, partners and providers.

The process of transition to the new arrangements is being managed through a Boundary Change Project (BCP) which is overseen by a joint NHS Cumbria CCG and NHS Lancashire North CCG Boundary Change Group (BCG). The CCGs are working alongside NHSE, which is also re-aligning functions in line with the boundary change.

The purpose of the Boundary Change Group is to ensure that the Governing Body of both CCGs has:

- i. appropriate assurance that due diligence is being applied to the boundary change process, in line with statutory requirements, the expectations of NHSE and locally agreed arrangements;
- ii. confidence that the boundary change process is being managed with proper attention to maintaining business continuity and ensuring that essential services remain safe and effective;
- iii. early warning of any risks and/or unintended consequences, relating to the implementation of the boundary change and assurance that appropriate action is being taken in response to any concerns;
- iv. appropriate assurance that resources are being used effectively throughout the disaggregation and reconstitution of the CCGs.

Membership of the Boundary Change Group includes the Chief Officer and Chief Finance Officer/Director of Governance of NHS Lancashire North CCG as well as the Interim Transition Director, who is supporting both CCGs through the boundary change process.

The Boundary Change Group has operated since September 2016, overseeing a detailed Boundary Change Action Plan to monitor actions, progress, timelines and delivery throughout the boundary change process. A risk and issues log, as well as a suite of project management documents, also support the operation of the project.

A significant number of actions, required to successfully transition the CCG to the new arrangements, have been completed. At the time of writing the status of the Action Plan is as

follows:

- 68 actions green (fully completed)
- 6 actions amber (in progress and due to be completed on time)
- 0 actions red
- 34 actions reviewed as 'business timetabled for completion post 1st April 2017' with no further reporting to the Boundary Change Project.

A more detailed overview of progress to date is described in this report. The Boundary Change Group will continue to operate until 12th April 2017. The project will formally close on 27th April 2017.

Current Status

This paper describes the current status of the BCP and provides a progress update on the key elements of work. The BCP Action Plan includes 28 separate areas of work that each forms part of the transition to the new CCG.

This report highlights activity in the following areas:

- 1) Overall Progress Assessment
- 2) Work Stream Progress – key highlights
- 3) Next Steps

1) Overall Progress Assessment

Significant progress has been made in the boundary change process. Achievements include:

- a) Successful operation of the Boundary Change Group (supported by the Transition Executive) which has enabled collaborative working between the two CCGs on all areas of the Action Plan,
- b) Mobilisation of 28 areas of work aimed at ensuring a safe and effective transition to new and/or on-going arrangements,
- c) Completion of a deep dive process for 5 key areas of business,
- d) Co-Production between the 2 CCGs of a Quality Handover Report for the Morecambe Bay footprint and a number of summary documents describing priorities for business continuity.

An outline of progress made in 12 key areas is provided below.

2) Work Stream Progress

a) Quality and Safety (Amber 95% complete)

Project Goal: Appropriate assurance around quality and safety responsibilities is maintained throughout the boundary change process, and a clear quality and safety transition plan follows into the new organisations.

Work has been completed on transferring information to NHS Lancashire North CCG from NHS

Cumbria (for the South Cumbria patch) and on the production of functional area summaries to support business continuity in all the quality and safety functional areas within both new CCGs. A Quality Handover Report has also been completed for the handover of quality and safety issues from NHS Cumbria CCG to NHS Morecambe Bay CCG.

Final work is in progress on transition to support practical hand overs (e.g. transfer of patient records). This work is due to be completed by Friday 31st March at which point this work stream will be reported as green 100% complete. The Director of Nursing and Quality from NHS North Cumbria CCG will continue to liaise with the Chief Nurse from NHS Morecambe Bay CCG regarding quality and safety issues post April 1st.

b) Staffing (Amber 95% complete)

Project Goal: All affected staff are appropriately transitioned from the old organisational forms to the new ones with relevant HR processes being applied and assurance of continued capability and capacity across the system.

Work has been completed on alignment of staff and clinical leads to new structures and positions. All staff and clinical leads have been involved and engaged in HR processes throughout the boundary change project. Logistical arrangements such as payroll set up, file transfers and appointment letters are currently being transacted and final arrangements are expected to be in place by Friday 31st March.

c) CSU Support (Green 100% complete)

Project Goal: Commissioning Support arrangements for both new organisations are clearly described, they are fit for purpose and they are agreed by both CCGs and both CSU's.

The Midlands and Lancashire Commissioning Support Unit (MLCSU) have worked in partnership with the North-East Commissioning Support Service (NECS) and both CCGs to disaggregate functions for the North and South of Cumbria and to agree new arrangements for NHS North Cumbria CCG. Agreements about onward support service arrangements are now being put in place and will be operationalized from April 3rd.

Where CSU's and the CCGs have developed interim arrangements, e.g. in the provision of service around Individual Funding Requests (IFR), these have been agreed and captured in the Boundary Change Legacy Management Plan.

d) Finance (Strategic and Operational) (Green 100% complete)

Project Goal: Both new CCGs operate with clear and agreed financial governance and financial plans are in place. Both Cumbria CCG and Lancashire North CCG have year-end accounts closed appropriately and in compliance with audit requirements.

NHS Cumbria CCG has worked with NHS Lancashire North CCG and NHSE on proposing and agreeing local financial allocations and disaggregation principles. Financial plans have been submitted. Transactional arrangements (for the accounts, the ledger, invoicing etc.) are being mobilised in time for April 1st.

e) Prescribing (Green 100% complete)

Project Goal: Both new CCGs have safe and appropriately governed prescribing arrangements in place.

The CCG has arrangements in place for the continuation and transfer of prescribing on to systems aligned to the new footprints. Arrangements for budgets, reporting, lead roles and IT continuity are in place. NHSE are liaising with NHS Digital to assure that processes linked to ODS (Organisations Data Services) and Lower Super Output Area (LSOA) alignment are mobilised. Where the CCGs have agreed transitional arrangements, e.g. for prescribing re-charges for those practices in South Cumbria that cannot order prescribing pads with new codes before 1st April, these have been agreed and captured in the Boundary Change Legacy Management Plan.

f) Contracts (Green 100% complete)

Project Goal: The new CCGs have agreed and signed off contracts in place to support effective operation from the 1st April.

The CCG has contracts in place for 2017/18 and on-going work is underway with key providers, especially around services that are currently provided on a Cumbria county wide footprint. Contract arrangements around pooled budgets remain as being worked through with Cumbria County Council and NHS Lancashire North CCG.

g) General Practice and Primary Care (Green 100% Complete)

Project Goal: General Practice and Primary Care are engaged and involved such that service transfers happen successfully and appropriate service delivery is maintained.

The CCG has maintained relationships with General Practice and Primary Care throughout the boundary change process and contracts are transitioning to the new CCG arrangements, as appropriate. NHSE has communicated with all Primary Care providers regarding business continuity from the local area teams. NHSE and Capita have confirmed payment arrangements for practices transitioning to NHS Morecambe Bay CCG and will be communicating this accordingly.

h) Policies (Amber 90% Complete)

Project Goal: The new CCGs have policies agreed (harmonized, aligned or approved policies) that support effective operation from 1st April.

Final work is underway to ensure that corporate quality and safety policies, relevant to those practices in the South Cumbria patch joining NHS Morecambe Bay CCG, are updated and agreed, in readiness for operation. The ratification of outstanding policies has been timetabled. NHS North Cumbria CCG will adopt policies from NHS Cumbria CCG and these will be reviewed and updated as appropriate.

i) Service Delivery (Amber 80% Complete)

Project Goal: Each service area transitions into the new CCG arrangements with a transition plan that identifies business continuity issues, risks, mitigation and actions moving forward.

Urgent and Community Care: Service leads for Urgent and Community Care have completed a Transitional Summary and agreements are in place with providers (University Hospitals Morecambe Bay NHS Foundation Trust, Cumbria Health on Call, Cumbria Partnership Foundation Trust and North West Ambulance Service/111). These agreements aim to ensure that the boundary change will have no detrimental impact on service delivery.

Planned Care and Maternity and Children's: Equivalent arrangements are in place for continuity in Planned Care and Maternity and Children's Services and Transition Summaries have been also been completed for both these areas of work. Interim arrangements Children's Complex Cases are being agreed between the 2 CCGs, the details of which are expected to be finalized by Friday 31st March.

Mental Health: Arrangements for Mental Health service delivery remain in place though work on the intended reconfiguration of mental health services and the public consultation has been postponed until a time to be agreed, after April 1st. Interim arrangements for Mental Health Complex Cases have been developed and agreed between the 2 CCGs, to ensure business continuity in both organisations.

Specialised Commissioning: Colleagues in Specialised Commissioning have confirmed business continuity for access and activity reporting re specialized commissioning services. Confirmation on the specialised commissioning place based allocations, relevant to the new CCG footprints, has been requested from the national team. The CCGs await this information.

Care Homes: A Transition Summary has been completed for the Regulated Care Sector, as part of the Quality and Safety work stream. Final work is on-going to ensure a safe handover of processes, provider risk information and risk mitigation plans, relevant to homes in the South Cumbria area.

Learning Disability: A Transition Summary for Learning Disability service delivery has been completed with information included relevant to work under the Transforming Care programme, as well as learning disability complex cases and Care and Treatment Reviews. Discussions regarding the onward management of the Learning Disability Pooled Fund remain on-going and will continue beyond 31st March.

j) Communication and Engagement (Green 100% Complete)

Project Goal: Appropriate communication and engagement with all relevant stakeholders is undertaken throughout the boundary change process.

Work to communicate information relevant to the boundary change, to all stakeholders has been completed. This has included information circulation to providers, MPs and the media. Interim arrangements for areas of work such as FOIs, have been agreed and captured in the Boundary Change Legacy Management Plan.

k) Logistics (Amber 50% complete)

Project Goal: The new CCGs have appropriate arrangements in place for logistics

The CCG has plans in place to ensure that essential logistics enable the effective operation of the new CCG arrangements (e.g. e mail addresses, and onward management of the current website

etc). Other aspects of this work stream, e.g. offices and premises are being scoped as part of a feasibility study that is to be timetabled for an agreed time after April 1st.

I) NHSE Boundary Change Work (Amber 80% Complete)

NHSE also operates a Boundary Change Programme Board that mirrors the CCG arrangements. The CCG has a representative on the NHSE Board and links in place to provide assurance around the transfer of direct commissioning and regional team functions. Work on ensuring that all directly commissioned service arrangements and other NHSE responsibilities have transferred appropriately is being finalised.

3. Next Steps

Work to Complete

The Boundary Change Group will ensure that further progress is being made across the outstanding areas of the Action Plan. The group will meet again on April 12th to assess the handover and ratify the intended close down of the project on April 27th. While the project will be closed the members of the Boundary Change Group have committed to meet for a further 6 months to enable on-going joint work and liaison.

NHS North Cumbria's Constitution will be formally ratified by the new CCG after April 1st 2017.

Expectations from 1st April 2017

The Boundary Change Project will conclude on 31st March 2017 and will formally close on 27th April 2017. A handover process is already underway so that all issues and requirements beyond 1st April are received by the relevant CCG group. A Legacy Management Plan is being finalized to ensure clarity around any interim arrangements. Project summary and closure documents will be produced which will signify the execution of the Action Plan and the closure of the project.

Key Risks

A Risk and Issues Log has been maintained throughout the Boundary Change Project. The log is reviewed on an on-going basis, and as a minimum it is updated monthly. Changes in risk and issues are reported to the Boundary Change Group. For this reporting period there is 1 project based risk open, scored at 8 out of a possible 25.

- 1) Project failure/non- delivery of boundary change requirements on time

Significant mitigation has remained in place for this risk and it is expected to be closed at the next BCG meeting. All risks are expected to be fully addressed by the next review (March 15th 2017).

Risks relating to 'business as usual' going forward continue to be collated for inclusion in corporate risk registers in the new organisations.

The risk and governance process around the project has been assessed by the CCG's Internal Auditors as part of a project assurance review. The assessment outcome was included in the report 'Risk Based Audit of Boundary Change Transitional Management'. The assessment outcome was:

“Governance, risk management and control arrangements provide a **good** level of assurance that the risks identified are managed effectively. A high level of compliance with the control framework was found to be taking place”.

One recommendation was made in the report, regarding the recording of interdependencies in the Action Plan. This has been implemented accordingly.

Recommendations

The Governing Body is asked to:

- Note the current position of the Boundary Change Project
- Endorse the progress made to date
- Note the process towards project completion on 31 March 2017 and project close on 27th April 2017.

Julie Haywood
Interim Transition Director

Strategic Objective(s) supported by this paper:	Please select (X)
Support quality improvement within existing services including General Practice	X
Commission a range of health services appropriate to Cumbria’s Needs	X
Develop our system leadership role and our effectiveness as a partner	X
Improve our organisation and support our staff to excel	X

Impact assessment: The Boundary Change Project has been subject to a Level 1 Equality Impact Assessment	Yes
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