

## NHS Kent and Medway Legacy Document

This paper is for information and aims to:

- Provide background and context for the NHS Primary Care Trust legacy document.
- Describe the legacy document process.

### Background

The Government's White Paper, *Equity and excellence: Liberating the NHS* set out the programme for change in the NHS aimed at:

- Putting patients at the heart of all NHS care;
- Delivering improved healthcare outcomes; and
- Empowering local organisations and professionals to improve quality

The transition to the new system architecture for the service will result in structural changes in how the NHS is organised and run. Subject to legislation, the following organisational changes will have been achieved by 2014:-

- A national commissioning board responsible for overseeing the commissioning of NHS services and allocation of the NHS budget will have been established
- Strategic Health Authorities and Primary Care Trusts will have been abolished
- Clinical Commissioning Groups responsible for commissioning the majority of local health services for their populations will have been established
- All NHS Trusts will be Foundation Trusts
- HealthWatch, a new champion for the patient voice will have been created
- A number of arms length bodies will have been abolished

Managing a smooth transition to the new system whilst ensuring the quality of NHS services is both maintained and improved is essential. Research in the NHS and elsewhere has demonstrated an increased potential risk to service during times of major change.

In its document, *Maintaining and improving quality during the transition: safety, effectiveness, experience* the National Quality Board proposed that outgoing organisations, i.e. Strategic Health Authorities and Primary Care Trusts developed 'Legacy documents' as part of a robust system of handover that effectively captures and transfers organisational memory.

## **Purpose of the Legacy Document**

The Primary Care Trusts (PCTs) in the Kent and Medway cluster rely heavily upon the professional and organisation knowledge and corporate member of its 1,000 employees. The reform of the NHS will remove several tiers of management. The legacy document, therefore, seeks to preserve the collective knowledge of the local service at a point in time during the transition to the new system architecture and to refresh the information contained in it in the light of experiences throughout the transition to organisational closure. As part of this process, the involvement of local key stakeholders is essential.

The document will form part of the eventual handover process with both outgoing and incoming organisations having a responsibility for ensuring that the new organisations have a good understanding of the whole quality picture of the providers for whom they are taking on responsibility. This will be augmented by face-to-face processes involving the departing chief executive and all managers and clinicians, as part of their public sector duties.

## **Content of the document**

As a minimum, for the PCTs in the Kent and Medway cluster, the legacy document will provide:-

- information on the services provided to the local population,
- a 'Pen Portrait' overview of the key information on the local population including key population facts and figures, geographical boundaries, assessment of strategic needs, population trends, etc.
- the current state of play with regard to quality, finance, performance, capacity, and people
- relevant organisational memory, i.e. financial trends, staff turnover, quality trends
- future challenges and risks, through the formal risk register detailing mitigating actions and ongoing monitoring, etc
- a library of knowledge/skills, i.e. strategic documentation, consultancy reports, public consultation reports, etc.
- a directory of services and skills such as information sources, skills available regionally, key contact information

## **Development of the document**

Development of the legacy document is part of the cluster's transition plan. Judy Clabby, the Assistant to the Chief Executive, will oversee this work stream with a small project team covering each of the three constituent PCTs.

A common template is in use across the South East Coast region which will be augmented by further key information headings as these documents develop over the next two years

The Cluster will ensure that the document is maintained until organisational closure

PCTs' legacy documents will be amalgamated at SHA level to ensure robust handovers between SHAs, the NHS Commissioning Board and Provider Development Authority and are modelled on the practice of due diligence to ensure a transfer of both hard and soft intelligence from the outgoing to the incoming organisations.

### **Public and stakeholder engagement**

The legacy document will be subject to a (public) board level discussion for assurance purposes and it is recommended by the National Quality Board that the documents are available publicly to enhance and ensure their vigour.

We intend that these documents will be available via PCTs' websites together with signposting to the sources of reference used in them, as part of their publication schemes.

Due to the nature of some of the information to be provided ultimately there will also be a confidential section to the document including, for example contact details for key outgoing staff and details of patient-specific issues at the time of handover.

The Care Quality Commission and Monitor are expected to have sight of the legacy documents at the SHA stage and will have the opportunity to flag any issues they may have and address any areas they feel should be included in the documents.

### **Proposal and/or Recommendation**

The Overview and Scrutiny Committee is asked to support the production and maintenance of the documents as appropriate.

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**July 2011**