



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 January 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Renal Service – Dialysis Tendering Process
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Executive Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Smith, Service Delivery Manager Unscheduled Care Glangwili General Hospital, Cardiology & Renal Medicine

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Gwybodaeth/For Information

**ADRODDIAD SCAA
SBAR REPORT**

<p><u>Sefyllfa / Situation</u></p> <p>The Renal Dialysis service across South West Wales is commissioned by the Welsh Kidney Network (WKN), but formerly the Welsh Renal Clinical Network, (WRCN), a sub-committee of the Welsh Health Specialist Services Committee (WHSSC); with the service fully provided by Swansea Bay UHB (SBUHB) for the population based from Bridgend to Aberystwyth. The current provision is a mix of an Independent Service Provider (ISP) and NHS delivery, with the Hywel Dda UHB (HDdUHB) element contracted via an ISP. The contract with the current ISP for three satellite units in HDdUHB is due for renewal on 31st August 2023. A change in service model will see the entire regional service adopting the same ISP contractual arrangement for the patients east of Swansea e.g. Neath Port Talbot (NPT) and Bridgend, as is in place for the HDdUHB population.</p> <p>This report, which is provided for information only, provides an update on progress to date with respect to the tendering process and bid evaluation for Renal Dialysis services across South West Wales.</p>
<p><u>Cefndir / Background</u></p> <p>Dialysis provision for patients in SBUHB, HDdUHB and a cohort of patients from Cwm Taf Morgannwg University Health Board (CTM) are overseen by the Renal Service Department, Morriston Hospital under the Morriston Service Group. This is undertaken collaboratively with the WKN, a sub-committee of WHSSC.</p> <p>Dialysis is commissioned by the WKN and the service is fully provided by SBUHB for the entire population. The current provision is a mix of a fully managed service by an ISP at three HDdUHB satellite renal units and NHS delivery based at the two renal units on the Morriston site.</p> <p>Most patients requiring dialysis treatment attend a dedicated dialysis unit 3 times a week for 4 hours each treatment. For this cohort of patients, services are currently delivered via 2 service models:</p>

- **NHS** – Morriston Hospital has two dialysis units based on the Morriston Hospital site which deliver dialysis for patients in SBUHB and a cohort from CTM.
- **Independent service provider (ISP)** – the current provider is Fresenius Medical Care Ltd. They are contracted to deliver dialysis for patients in HDdUHB from three facilities in Carmarthen (Glangwili Hospital site), Haverfordwest (Withybush Hospital site) and Aberystwyth (Padarn site co located with a GP surgery).

Re-tender Process

A report was presented to the SBUHB Senior Leadership Team (SLT) in July 2020 which sought approval to tender the market and inform the options for the future provision of the dialysis service in conjunction with the WKN and NHS Wales Shared Services Partnership, Procurement Services. A second paper was presented to the SLT on 6th April 2022, where authorisation to move to formal tender with suppliers at Invitation to Submit Final Tender (ISFT) was gained.

The ISFT was published on 4th July 2022 and submissions against this ISFT were received from two of the three Bidders:

- One bidder decided against submitting a bid and withdrew from the process.
- The two remaining bidders returned responses on 6th September 2022.

The evaluation process took place using a competitive tendering process during the week commencing 10th October 2022, with engagement from HDdUHB operational and commissioning representatives, as well as a broader stakeholder group and patient engagement/representation.

Scores from the evaluation process have been collated and considered by the (regional renal dialysis tender) Project Group.

Asesiad / Assessment

Assessment and Benefits of New Service Model

The new tender requires a change in service provision to provide a more equitable service to dialysis patients to those east of Morriston Hospital (NPT and Bridgend), comparable to other areas of South West Wales. The proposal to appoint one ISP to run the existing units in HDdUHB and the new units in NPT and Bridgend in one larger contract has the following advantages:

- A simplified contracting relationship and governance arrangement regionally.
- A consistent service regardless of location which recognises individualised patient needs.
- A more resilient service with a single company responsible for the operation of five units allowing the benefit of economies of scale in terms of staff, fleets of dialysis machines and storage.
- Dialysis will be provided closer to the patients homes reducing travelling time and improving patient experience
- Enhanced service for those Swansea residents who continue to dialyse on the Morriston site during the day with new and updated equipment
- Benefit of additional space on Morriston site allowing for prompt treatment of acute or urgent patients and increased flexibility in terms of dialysis slots / times
- Improved staff experience by minimising twilight shifts.
- A small twilight provision for those working / studying during the day who are unable or planning to switch to home dialysis
- Release specialties on call doctor during the evenings allowing time to focus on acute inpatient work / emergency specialty admissions.

Financial Risk

There are no identified financial risks to HDdUHB with respect to the re-tender/contracting process – it should be noted that the WKN will manage the risk in the event of the tender exceeding the current marginal rates payable in respect of the existing contracts both for West Wales and the Morriston Unit.

The new contract will deliver the capacity currently provided by Morriston site via two different service models. Dialysis for patients of NPT and Bridgend will be delivered in two individual satellite units built and run by an ISP (at NPT and Bridgend). Patients West of NPT as far as is equidistant from Carmarthen and Morriston will continue to have their dialysis in the Morriston Units provided by SBUHB.

Therefore the new contract will deliver:

- New dialysis machines for Morriston units
- New contract awarded for the operation and running of the three West Wales satellite units at Carmarthen, Withybush and Aberystwyth, with new dialysis machines, and new water treatment plants at two of the units
- Develop or build and fit out a new dialysis unit for Bridgend equip this unit, staff and operate it
- Develop build and fit out a new dialysis unit for NPT equip this unit, staff and operate it

Clinical Governance / Risk

There are no identified clinical risks / governance issues with respect to the re-tender/contracting process, with local honorary HDdUHB and WKN Nephrology Physicians and clinical staff having engaged in the tender evaluation process.

Operational and Service Governance / Risk

There are no identified operational and service risks / governance issues with respect to the re-tender/contracting process, with HDdUHB operational and commissioning representatives having engaged in the tender evaluation process.

Quality, Patient Reported Outcome Measures (PROMs) and Patient Reported Experience Measures (PREMs)

PROMs & PREMs are used to better understand care and service needs to ensure people affected by kidney disease achieve the outcomes that matter to them. PROMs are routinely collected twice a year for all dialysis patients. This will continue following reconfiguration of dialysis services. PREMs are collected annually and nationally by the UK Kidney Association. The renal patients in South West Wales contribute actively to this process and this will continue to be the case following reconfiguration of services. The regional renal service will be assessing the impact of new services by asking our patients to complete a PREM survey prior to service reconfiguration, and by asking the ISP to carry out another after service reconfiguration.

Progress to date regarding Tender Process and Award of Contract

An evaluation meeting was held on 10th October 2022 for the patient group which consisted of patients, both current and transplanted, along with Popham Charity representatives. The evaluation included video presentations from both bidders on a topic question provided within the

tender documents followed by an opportunity for clarification via a Teams meeting with both bidders.

The Project Board met separately to the Patient Group on 12th, 13th, 18th and 20th October 2022. The evaluation included the bidder responses to the specification requirements which were pass/fail criteria and both bidders passed this element.

The Project Team will submit its tender and contract recommendation to SBUHB Board on 26th January 2023 for approval to proceed and award the contract to the successful provider. It is anticipated that the process will be completed in the next few weeks and the contract will be awarded to the successful provider by the end of January 2023 and live by April 2023.

Timeline below for information:

Responsible Body	Date	Purpose	Comment
SBUHB paper submission	06.01.23	Paper submitted to SBUHB board	
WHSSC Joint Committee	17.01.23	To receive the procurement report	
SBUHB Board	26.01.23	To approve award of contract	
Procurement	30.01.23	Approval paper to be issued to WG	
Procurement	13.02.23	Issue Intention to Award Letter to Bidders	
Procurement	14.02.23	Start of Alcatel Period	10 day standstill period from the day after the notification is issued to the bidders
Procurement	24.02.23	Award Letter Issued	
Procurement	27.02.23	Contract Award	
Project Team	April 2023	Contract Live	Current contract expires in Aug 2023

Argymhelliad / Recommendation

The Board is requested to **RECEIVE FOR INFORMATION** the Renal Service – Dialysis Tendering Process report and to **NOTE** that a further update regarding final outcome will be provided at a later stage.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2. Safe Care 3. Effective Care 5. Timely Care 7. Staff and Resources

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	<ol style="list-style-type: none"> 1. Plan and deliver services to increase our contribution to low carbon 2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Relevant standards and evidence base referenced in report.
Rhestr Termiau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	SBUHB, Welsh Kidney Network, WHSSC, HDUHB

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial/service implications are detailed in the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	<ol style="list-style-type: none"> 1. To develop fit for purpose Renal Dialysis service that meets the needs of the South West Wales population. 2. Reduce twilight dialysis in line with national guidelines. 3. Provide a dialysis service within 30 minutes of patients' homes, as per national standards. 4. Facilitate correct nurse patient ratios on Murrison site.
Gweithlu: Workforce:	None as a result of this proposal.
Risg: Risk:	Risk implications are detailed in the report.
Cyfreithiol: Legal:	None as a result of this proposal.
Enw Da: Reputational:	None as a result of this proposal.

Gyfrinachedd: Privacy:	None as a result of this proposal.
Cydraddoldeb: Equality:	<p>The evaluation panel asked for and saw evidence of; The way the successful bidder will assist NHS Wales in meeting its obligations under the Well-being of Future Generations (Wales) Act 2015 with clear deliverables that should be achieved in delivery of this contract.</p> <p>The bidder was asked to evidence which Well-being Goals they can assist NHS Wales with, and have provided a plan and timescale for delivery.</p>