

The Shrewsbury and Telford Hospital NHS Trust

Trust Board

28th July 2011

The Future Configuration of Hospital Services Programme

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Strategic Domain	C. Quality and Safety A. Financial Strength
Organisational Objective	C3. Provide the right care, right place, right professional C4. Deliver services that offer safe, evidence, based practice A1. Development and implement sustainable clinical strategies
Executive Summary	<p>This paper provides an update on the Future Configuration of Hospital Services Programme. Key activities this month have included:</p> <ul style="list-style-type: none"> • Continued development of the Outline Business Case (see Section 1). • Incorporating the outcome of the Trusts wider bed capacity analysis into the OBC (see Section 2). • Maintaining public and stakeholder engagement (see Section 3). • Continuing the ongoing assurance element of the programme through receiving the final report from the assessment by the Office for Government Commerce held 8-10 June 2011 and the meeting of the Clinical Assurance Group on 12 July 2011 (see section 4). <p>The timeline for submission and approval of the Outline Business Case is also provided.</p>
Recommendations	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> • NOTE the progress on the Future Configuration of Hospital Services Programme • NOTE the timescale for submission of the Outline Business Case to the Trust Board and Boards of the Primary Care Trusts and Strategic Health Authority

The Future Configuration of Hospital Services Programme

Contribution to Inspection, Registration, Assurance, Performance and Delivery

Risks and Assurance	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to the clinical quality of services.
Contribution to Key Performance Indicators	Not applicable
Compliance with Clinical and other Governance Requirements	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to compliance with a range of clinical safety standards.
Engagement and Decision-Making Process	<p>The Boards of the Trust and the PCTs met on 24 March 2011 and approved the proposals as the basis for a more detailed implementation plan and Outline Business Case. Their decisions were endorsed by the Joint Health Overview and Scrutiny Committee for Shropshire and Telford & Wrekin, which also met on 24 March 2011.</p> <p>Ongoing public and stakeholder engagement will be integral to Phase 2 of the Future Configuration of Hospital Programme, and will continue to support the NHS to address legislative requirements on engagement and consultation set out in Section 242 and Section 244 of the NHS Act 2006 and related policy and guidance.</p> <p>Following approval by the Trust Board, the Outline Business Case will be submitted to the PCT Boards and the Strategic Health Authority Board for approval in August/September 2011.</p>

Strategic Impact Assessment

Quality and Safety	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to the clinical quality of services.
Financial Strength	The proposals are not driven by financial considerations and will not lead to financial savings. Instead they aim to deliver safe, sustainable services within available resources. The financial implications of the option for reconfiguration in terms of capital and revenue are being further developed within the Outline Business Case.
Learning and Growth	There are no immediate workforce implications from this paper. The workforce implications of the option for reconfiguration are being developed within the Outline Business Case.
Patients, GPs and Commissioners	The proposals that are being developed further during this phase of the Future Configuration of Hospital Services Programme will change the way that some patients access local hospital services, and the way in which GPs refer some patients to our services. A comprehensive programme to communicate changes with patients and GPs will be needed.
Equality and Diversity	There are no immediate equality and diversity implications from this paper. The potential equality and diversity implications, including issues raised within the PCTs' Equality Impact Assessment during the consultation and assurance phase of the programme, are being considered as part of the Phase Two delivery programme.
Legislation and Policy	The Future Configuration of Hospital Services Programme will support the local NHS to fulfil legislative requirements for patient and public engagement and policy requirements as set out in government guidance on service configuration.
Communication and Marketing	A communication and engagement plan for Phase Two of the Future Configuration of Hospital Services Programme has been approved by the FCHS Steering Group.

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The Future Configuration of Hospital Services Programme

TRUST BOARD UPDATE

28 July 2011

This paper updates the Trust Board on the progress of the Future Configuration of Hospital Services (FCHS) Programme.

The Trust's FCHS Finance and Estates Group is meeting weekly to develop and coordinate the delivery of the Outline Business Case. The FCHS Steering Group is continuing to meet every two weeks during this time.

Key activities this month have included:

- Continued development of the Outline Business Case (see Section 1).
- Incorporating the outcome of the Trusts wider bed capacity analysis into the OBC (see Section 2).
- Maintaining public and stakeholder engagement (see Section 3).
- Continuing the ongoing assurance element of the programme through receiving the final report from the assessment by the Office for Government Commerce held 8-10 June 2011 and the meeting of the Clinical Assurance Group on 12 July 2011 (see section 4).

The timeline for submission and approval of the Outline Business Case is detailed in section 5.

1. Outline Business Case Development

- 1.1 The preferred option for the development at the Princess Royal Hospital (Option P4) and the preferred option for the relocation of those reconfigured services remaining at the Royal Shrewsbury Hospital (Option R6) have been identified. It is planned to share these widely with staff and stakeholders late July/early August through the Staff Newsletter and the Looking to the Future Bulletin.
- 1.2 The workforce needs for the reconfigured services have been completed and incorporated into the Outline Business Case (OBC).
- 1.3 The first draft financial impact and economic analysis of the capital and revenue within the OBC is now completed. This was presented to the Finance and Performance Committee on 26th July 2011
- 1.4 The Finance Director, Director of Strategy, Deputy Director of Finance, Associate Director of Estates and Facilities Management and the FCHS Programme Manager met with representatives and business case advisors from the Strategic Health Authority on 14 June 2011 to discuss the draft Outline Business Case. It was agreed that the Trust and Strategic Health Authority would continue to work iteratively over the coming weeks to ensure the OBC

is submitted to the Trust Board in August 2011 and the PCT and Strategic Health Authority Boards in September 2011. A meeting will also be held with the Chief Executive and Finance Director of the PCT Cluster in August 2011.

- 1.5 The Director of Strategy has been asked to attend the SHA Board meeting on 26th July to provide an update on the FCHS. A briefing paper has been prepared restating the case for change and updating the SHA Board on proposals and timescales for the OBC.
- 1.6 The Director of Strategy and FCHS Programme Manager met with the joint PCT Commissioning Executives on 6 July 2011 where progress was discussed and the work to date was shared.
- 1.7 Meetings with both local GP Clinical Commissioning Groups are being planned to share the details and key messages within the OBC prior to submission to the Trust Board in August 2011.
- 1.8 Following the meeting on 16 June 2011, the Joint Health Overview and Scrutiny Committee did not wish to meet with the Trust in July. A written update has been forwarded to the committee. The OBC will be shared with the Joint Health Overview and Scrutiny Committee on 23 August 2011.

2. Wider Bed Capacity

- 2.1 The Trust has undertaken a more detailed assessment of the longer term strategic bed capacity requirements to inform the strategic and estate planning agenda for the next 5-10 and 10+ years. This builds on the work undertaken across the health economy during 2008 and 2009, "Developing Health and Healthcare, 2020 Vision".
- 2.2 This work was commissioned by the Trust Chief Operating Officer, and overseen by a working group consisting of key stakeholders including:
 - Interim Associate Director of Operational Performance
 - Director of Strategy
 - Director of Commissioning Intelligence, NHS Telford and Wrekin (also on behalf of SCPCT)
 - Medical Director
 - Value Stream Lead, Unscheduled Care
 - Head of Continuous Improvement
 - Contracts and Performance Manager
 - Associate Director of Estates and Facilities Management
 - FCHS Programme Manager
- 2.3 The final report of this work is due week commencing 18 July 2011.
- 2.4 A number of assumptions have been used in this work to assess bed requirements into the future. With the delivery of 90% occupancy (for all services excluding obstetrics and paediatrics), a shift towards achieving upper quartile length of stay, avoiding unnecessary admissions, an increase in day cases in line with national benchmarks, a very conservative

- 2.5 All the analysis and data (by HRG) has been given to the Continuous Improvement Team for discussion and action planning with Centre Chiefs and clinical teams.
- 2.6 This work has provided reassurance and an evidence base that a ward at each site will be available for relocation of services to support the reconfiguration programme.

3. Public and Stakeholder Involvement

- 3.1 Communications and engagement continues according to the plan agreed by the FCHS Steering Group. Specific activities since the last update have included:
- **Programme bulletin:** The first edition of Looking To The Future has been shared with interested parties and local stakeholders to keep them informed of progress and seek their views. It also details the ways in which people can get involved as the programme develops. 'Looking Forward' is also available on the website and at both hospital sites. An interim edition will be available week commencing 1 August 2011 which will show the outline drawing of the preferred option at PRH.
 - **Visiting established groups and networks:** A meeting with the Parents and Carers Council (PACC) of Shropshire was held on 7 July 2011. This umbrella organisation provides support to and has access to over 600 families within Shropshire, many of whom are regular users of children's services within the Trust. The PACC are keen to work in partnership with the Trust to facilitate robust and ongoing engagement and involvement. A meeting with the Telford PACC is being arranged, as our sessions with:
 - New mothers at the Midwifery-Led Units
 - Parents and families at various Surestart Centres
 - **Revisiting communities:** These meetings are now scheduled for September/October 2011. In addition, two public/patient briefings will be held on:
 - 15 August, 6-7pm at SECC, RSH and
 - 17 August, 6-7pm in the Lecture Theatre, Education, PRH
 - **Patient and community focus groups:** The response to the Trusts invitation for people to be part of the programmes focus groups has been very positive and these groups will be set up during August/September 2011.

The Paediatric Oncology Focus Groups (one concentrating on physical environment; the other on transport and travel) are due to meet on 11 and 16 August 2011 respectively.

- **Staff discussions:** Two briefings have been arranged to update staff on the programme and preferred option at PRH and RSH. These will be held on:
 - 8 August, 11.30am-1.30pm, MR1, Treatment Centre, RSH and
 - 10 August, 12.00-1.30pm in the Lecture Theatre, PRH
- **Website:** The website has been updated and will continue to provide a web channel to share updates on progress and ask for views. It will also have a clinician’s blog and a regularly updated Frequently Asked Questions from patients and the public. In addition, ‘story boards’ detailing the progress, options and timelines will be put up at both sites.

4. Ongoing Assurance

4.1 The final report from the Office of Government Commerce (OGC) Gateway 1 review has now been received. This concluded that significant progress has been made since the last review. The Trust received a delivery confidence rating of AMBER – ‘successful delivery appears feasible but issues require management attention. The issues appear resolvable at this stage of the programme/project if addressed promptly’. The recommendations and timescale for delivery are:

Ref No	Recommendation	Timing
1	Complete the OBC ensuring that the key drivers of quality and safety come across more strongly and that there is a rigorous appraisal of workforce and other affordability implications	Do now
2	Ensure that the OBC addresses the feedback of the requirements of stakeholders such as commissioners and HOSCs	Do now
3	Review the population of the risk register and the arrangements for its active management and rigorous scrutiny	Do by September 2011
4	Prepare an integrated programme plan in detail for the next 6-9 months, including dependencies with other key initiatives and workforce transition	Do by September 2011
5	Produce a detailed resource plan to support the next phase of activities	Do by September 2011
6	Review the governance arrangements for the subsequent phases of the reconfiguration in light of the development of the PMO	Do by December 2011
7	Produce “a day in the life of...” scenarios to illustrate how the reconfiguration will work in practice	Do by December 2011

4.2 The Clinical Assurance Group met on 12 July 2011. The revised membership and terms of reference were agreed. The meeting was well attended by lead GPs and GP commissioners

from Shropshire, Telford and Wrekin and Powys, senior clinicians from the Trust, Community Trust, Welsh Ambulance Service and Shropdoc. The work to date and the preferred options were shared and discussed. The Clinical Assurance Group will meet again in October 2011.

- 4.3 The next meeting with the Joint Health Overview and Scrutiny Committee will be on 23 August 2011.

5. Outline Business Case Timeline

- 5.1 The timeline for delivery and approval of the OBC is shown below.

2011	Description
12 July	Clinical Assurance Group: to share the preferred options with wider clinical colleagues and the GP community
14 July	Meeting with the SHA: to share the latest draft of OBC
28 July	Trust Board update: to share the draft OBC in private session
w/c 15 August	To share the OBC with key stakeholders: <ul style="list-style-type: none"> • Shropshire GP Commissioning Group • Telford and Wrekin GP Commissioning Group • Joint HOSC • Joint PCT Executive
25 August	Trust Board submission of OBC and supporting programme papers in public session
tbc w/c 12 September	Submission of the final OBC to SHA Capital Resource Group for approval
13 September	Submission of OBC for support: to NHS Telford and Wrekin Trust Board and Shropshire County PCT Trust Board
27 September	Submission of the final OBC to SHA Trust Board for approval

6. Recommendations

6.1 The Trust Board is asked to:

- **NOTE** the progress on the Future Configuration of Hospital Services Programme
- **NOTE** the timescale for submission of the Outline Business Case to the Trust Board and Boards of the Primary Care Trusts and Strategic Health Authority