

Enclosure 10

Report to:	Trust Board, 31 January 2013
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Title	Future Configuration of Hospital Services – Trust Board Update
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Purpose	This paper updates the Trust Board on the progress of the implementation of the Future Configuration of Hospital Services programme
Previously considered by	FCHS Trust Project Team

Executive Summary	
<p>This paper updates the Trust Board on the implementation of the Future Configuration of Hospital Services (FCHS) programme.</p> <p>Since the last update work has continued on progressing the FCHS Programme including:</p> <ul style="list-style-type: none"> • Progressing the next level of detailed design of the new Women and Children’s Unit at the Princess Royal Hospital (PRH) • Ongoing management of the £35m project budget • Completion of the site enabling works and enabling moves at PRH to clear the proposed site for the new Unit, including the opening of the new car park at the rear of the site - which has now allowed the construction works to the main building to commence on site • Review and timings of refurbishments at both PRH and Royal Shrewsbury Hospital (RSH) • The ongoing operational implementation of change and assurance associated with the programme, including progression of the plan to cohort paediatric surgery on two days a week at PRH. <p>The FCHS programme continues to meet all key target dates and remains within the allocated budget.</p>	

Related SATH Objectives	SATH Sub-Objectives
QS: Quality and Safety FS: Financial Strength	QS: Provide the right care, right place, right professional QS: Deliver services that offer safe, evidence, based practice FS: Development and implement sustainable clinical strategies

Risk and Assurance Issues (including resilience risks)	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to the clinical
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	quality of services.
Equality and Diversity Issues	The potential equality and diversity implications, including issues raised within the PCTs' Equality Impact Assessment during the consultation and assurance phase of the programme have been considered as part of this phase of the programme and an update included in the Full Business Case.
Legal and Regulatory Issues	Ongoing public and stakeholder engagement has been integral to the Future Configuration of Hospital Programme and will continue throughout its implementation supporting the local 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

Action required by the Trust Board

The Trust Board is asked to:

- **NOTE** the continued progression of the implementation of the FCHS programme
- **NOTE** the key dates and the linked-work programmes required to support the ongoing reconfiguration of hospital services

The Future Configuration of Hospital Services Programme

Trust Board Update

31 January 2013

1. Overview

This paper updates the Trust Board on the ongoing implementation of the Future Configuration of Hospital Services programme.

The Full Business Case (FBC) was approved by the Trust Board on 16 April 2012 and the NHS Midlands and East on 24 May 2012 and confirmed the capital cost of the reconfiguration as £34.873m. The Trust has been allocated £35m of Public Dividend Capital (PDC) from the Department of Health to fund the proposed works. The commitment made within the FBC can be summarised as:

- The development of:
 - New Women and Children's Unit at PRH
 - New Children's Assessment Unit and Children's Outpatients at RSH
- The relocation of:
 - Maternity Outpatients, Scanning and office accommodation at PRH
 - Midwifery-led Unit and Maternity Outpatients at RSH
- The consolidation of Surgery at RSH
- The transfer of Head and Neck inpatient services from RSH to PRH due to the high levels of paediatric activity

The Keeping It In The County public consultation described these changes within the context of a need to ensure:

- The safety and viability of clinical services;
- That the Trust can meet current and future workforce challenges, especially with regards to the availability of Middle Grade doctors; and
- Improved facilities for women and children (the current Maternity Building at RSH is in very poor condition).

Following the early move of Surgery and Head and Neck in July and September 2012 respectively, the FCHS programme has focussed on the changes to Women and Children's Services as set out within the FBC.

2. Introduction

The Trust has committed to undertaking a programme of reconfiguration works, the Future Configuration of Hospital Services (FCHS).

To ensure effective project and financial management is maintained, the different build elements of this stage of the programme will now be treated as two separately defined packages of work:

- Project 1 specifically relates to the design, refurbishment and construction works to create the new Women and Children's Unit at PRH
- Project 2 relates to the relocation/refurbishments at both PRH and RSH sites that are required to enable the changes to Women and Children's Services

The Trust Board approved the next stage of implementation and approval to enter into contract with Balfour Beatty for the remaining design and construction of the new Women and Children's Unit at the PRH (the Guaranteed Maximum Price – GMP) under the ProCure21+ framework on 29 November 2012.

Since approval of GMP, the Trust has continued to progress all aspects of the FCHS programme.

3. Project 1 – the new Women and Children's Unit at PRH

Balfour Beatty is working in partnership with the Trust on the ongoing design and construction of the new and refurbished elements that make up the new Women and Children's Unit at PRH.

Using the signed off layouts of each area within the new unit, the clinical teams within the Women and Children's Centre and those Centres with a direct input such as Surgery (Anaesthetist and Theatre Lead input to the new Maternity Theatres) and Head and Neck (Childrens' Audiology) for example, are now engaged in an even greater level of detail in terms of the design of the new building. This includes details such as the location of the light switches and examination lights, to the type of sink in each room. These sessions also include the Trust's corporate teams for Infection Prevention and Control; Estates and Facilities Management; and IM&T.

Since the last Trust Board update in November 2012, Balfour Beatty have also:

- Completed the enabling works at PRH such that the construction site is now clear
- Completed the construction of the new car park at the rear of the site - currently for use by staff to replace the displaced spaces from the construction site, and also including the additional spaces.
- Commenced the main building works for the new unit

The main building works are expected to complete on 30 May 2014, which will be followed by a period of Trust commissioning and fit-out, prior to the move of Women and Children's services in August 2014. The Trust should note that Balfour Beatty's programme requires the Trust to meet a number of key interim dates, including the vacation of Wards 12 and 14 in May 2013 and the relocation of the Children's Ward (Wards 2/3) to Wards 12/14 in November 2013.

4. Project 2 – the refurbishments at PRH and RSH

Aedas Architects have been commissioned to work with the Trust to develop the design of the various refurbishment projects at RSH and PRH included within the FBC (Project 2). The sub-projects within Project 2 include:

- New build Children's Assessment Unit and Children's Outpatients at RSH
- Creating a new Women's Zone at RSH by refurbishing Wards 31 and 32 at RSH to include a Midwifery-led Unit; Maternity Outpatients; and Early Pregnancy Assessment Service (EPAS)
- Creating new offices within the existing Maternity Building at RSH to house administration, executive, human resources/workforce and finance staff
- Creating a new Clinical Training Centre within the Rainbow Unit at RSH

- General enabling and temporary works at RSH (relocation of DAART; Shropdoc; T&O/A&E offices)
- Creating new offices within the vacated HSDU at PRH to accommodate Women and Children's staff and others displaced by the new Women and Children's Unit
- Creating a new Maternity Scan and Outpatients area at PRH within vacated space in Wards 15/16

The clinical engagement in the development of these plans has already commenced. A Women and Children's Centre-wide meeting is planned for 1 February 2013 to share the work to date and launch the next phase of involvement and engagement.

The financial control of these inter-dependent sub-projects, as with Project 1, is monitored and reviewed by the Trust's Finance Team and the Trust's Cost-Advisors, Holbrow Brookes. A formal report of the finance and affordability of the FCHS programme is developed and submitted to the FCHS Project Board each month.

The scope of these works is generally fixed; however there is a need to make some updates due to developments since the FBC, and because there is significantly less vacant space at RSH than was assumed within the FBC- which has presented challenges with the decanting of services and sequencing of works. In the interests of efficiency and affordability alternative solutions have been developed for RSH. Ophthalmology Outpatients is now likely to remain in its current location (Clinic 10) rather than relocate to refurbished Level 2 outpatients. The new Children's Outpatients and Children's Assessment Unit may therefore now be provided within a 2 storey building, adjacent to the Emergency Department. The original plan to convert the existing Level 2 offices to Outpatients may not now be required.

5. Transition and Operational Implementation

A structure and approach for implementation was approved by the Women and Children's Centre Board and the FCHS Project Board in October 2012. This has now been established and includes lines of reporting and accountability. This structure includes the FCHS Implementation Group (reporting into the Project Board) that will be chaired by the new Chief Operating Officer. This group will ensure that the Centre Chiefs, Centre Managers and Matrons are involved and engaged in discussions and necessary work to progress the changes to Women and Children's Services

The Women and Children's Clinical Working Group met on 17 January 2013. The programme, sequencing and key dates and milestones were discussed alongside the detailed Implementation Plans for Women and Children's Services. A review and update of the Quality Impact Assessments for each specialty was also undertaken

5.1 Workforce Planning

At the request of staff within the Women and Children's Centre, all staff will be invited to share their plans for 2014 in a non-committal questionnaire over the coming weeks. This will aid discussions in relation to workforce planning specifically with regards to staff who may not be transferring to PRH from RSH due to their plans to retire. This will then enable the recruitment and/or training of staff to fill any gaps left by the Trust's most experienced staff ahead of any service change. A workforce implementation plan will be developed in partnership with the Centre's Ward Managers and Staff-Side Representatives. This plan will set out the necessary informal and formal processes required to deliver the reconfiguration from a workforce perspective.

A review of the medical staffing requirements is also underway. This builds on the work undertaken in the development of the FBC. All Paediatricians and Neonatologists were invited to an advisory workshop in November 2012 where the medical staffing requirements for the future, in light of the

draft West Midlands Quality Review Standards for the Care of Critically Ill and Injured Children, were mapped. This work is currently being costed.

5.2 Centre to Centre Workshops

The importance of Trust wide involvement in the implementation of the reconfiguration and the impact on other Centres is acknowledged. A series of Centre to Centre Workshops are being planned to run over the next six months where by a team from the Women and Children's Centre is able to have detailed discussions with the other Centres on a one to one basis.

5.3 Paediatric Elective Surgery

A series of meetings between the Centres are underway to explore further ways to achieve even safer care of children having surgery by cohorting all elective activity at PRH on two days each week. This work has required significant changes to the theatre timetable and a commitment from those surgeons using the Day Surgery Unit at PRH to alter their job plans to accommodate these changes – specifically those within the Surgical and Musculoskeletal Centres. The revised theatre schedule and cohorting of children's elective surgery is on target to be implemented from Monday 4 March 2013.

5.4 Ongoing Assurance

Ongoing assurance is a vital element of the implementation of change, and includes the Clinical Assurance Group; updates to the SHA Cluster; regular updates to the Joint Health Overview and Scrutiny Committee; and formal review by the Department of Health as part of their Gateway Review process.

The next meeting of the Clinical Assurance Group is planned for 25 January 2013. A further update to the Joint Health Overview and Scrutiny Committee is being planned for March 2013.

6. Linked Work Programmes

There are a number of key linked work programmes on which delivery of the reconfiguration of Women and Children's Services is reliant. This includes:

- Delivery of changes within the Trust's Stroke and Rehabilitation Services such that capacity is available within wards 15/16 at PRH in 2013 to enable refurbishment for Maternity Outpatients and Scanning
- Ophthalmology Outpatients moving from their current temporary location in Ward 14 by 1 May 2013
- The vacation of Ward 12 by Escalation and alternative plans put in place for PRH by 1 May 2013
- Changes within the operational delivery of Theatres and within the Day Surgery Units at both sites to enable the consolidation of children's surgery at PRH as soon as possible
- Capacity within Outpatients and Theatres at PRH to enable the transfer of the Gynaecology Service in Summer 2014
- Development and delivery of a Medical Records Strategy to allow the Women and Children's Service to move in summer 2014

7. Communication and Engagement

The Communication and Engagement Strategy for this phase of the programme, including the specific elements around the new Women and Children's Unit continues to be implemented.

8. Recommendations

The Trust Board is asked to:

- **NOTE** the continued progression of the implementation of the FCHS programme
- **NOTE** the key dates and the linked-work programmes required to support the ongoing reconfiguration of hospital services