

Report to:	Trust Board, 28 March 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 Board

Executive Summary

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

Since the last update work has continued on progressing the FCHS Programme including:

- 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
- Construction works to the main building at PRH
- Development of the design of the new Women and Children's Zones at the Royal Shrewsbury Hospital (RSH)
- The ongoing operational implementation of change, communication and engagement activities and assurance associated with the programme

The FCHS programme continues to meet all key target dates and remains within the allocated budget.

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 quality of services.
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Equality and Diversity Issues	<p>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.</p>
Legal and Regulatory Issues	<p>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</p>

Action required by the Trust Board	
<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> • 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

28 March 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
 - Midwife-Led Unit, Maternity Outpatients and Scanning 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 continue to 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.

The financial control of FCHS programme continues to be monitored and reviewed by the Trust's Finance Team and the Trust's Cost-Advisors, Holbrow Brookes. Robust measures are in place to manage risk, change and value and the programme continues working within the Trust's Standing Financial Instructions (SFIs).

A formal report of the finance and affordability of the FCHS programme is developed and submitted to the FCHS Project Board each month with bi-monthly updates to the Finance Committee.

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

Balfour Beatty are 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.

The clinical teams within Women and Children's, teams with a direct use of the new facilities (Surgery and Anaesthetics for example), the Trust's corporate teams (Infection Prevention and Control, Facilities Management, IM&T etc.) continue to be central to the final stages of the design of the new building; reviewing each new area room by room. The team's recent decisions have finalised the location and manufacturer of the new ceiling tracking hoists, modular storage units, neonatal and surgical pendants as well as the location of data points, electric sockets, clocks and bed heads.

Since the last Trust Board update in January 2013, Balfour Beatty have also:

- Completed the foundation work and are progressing the construction of the steel frame
- Constructed the stairs from the ground to first floor
- Completed the insertion of all ground floor drains

The progress photographs below show the speed at which the new building is taking shape. All progress photos can be viewed on the Trust's website (www.sath.nhs.uk/future)



Image 1: Steelwork to 2-storey element and lift pit (end of Atrium) with steelwork to single-storey element beyond (Children's Inpatients, Oncology, and Outpatients)



Image 2: Foundations to new Children's Assessment Unit (CAU)

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.

Balfour Beatty's programme requires the Trust to meet a number of key interim dates, including the vacation of Wards 12 and 14 and the relocation of the Children's Ward (Wards 2/3). Due to the need to maintain the current number of medical beds at PRH, the current programme is under review including the phasing of refurbishments, decanting of services and best options now available to ensure the new Women and Children's Unit is completed and the service reconfiguration delivered.

Project 1 is on programme and within budget.

4. Project 2 – the refurbishments at PRH and RSH

Aedas Architects continue 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 Midwife-Led Unit; Antenatal Day Assessment (PANDA); Maternity Outpatients and Scan; 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

Clinical engagement in the development of these plans is well underway.

Updated design lay-outs (the '1:200's') for the new Children's Assessment Unit (CAU) and Children's Outpatient (COPD) are in the final stages of development with formal sign off planned by the end of March 2013. A new Planning Application for the Children's Zone at RSH will be required and this is currently being progressed.

The plans for the new Women's Zone at RSH are also progressing to time with the latest version being amended following a recent review by the clinical team.

5. Transition and Operational Implementation

The transition and operational implementation of the reconfiguration continues.

5.1 Women and Children's Implementation Project Teams

Since the last update to the Trust Board, weekly Women and Children's Project Team meetings have commenced on a rolling programme through five specialty areas (Maternity; Neonatology; Gynaecology; Children's; Support and Admin). These teams comprise the Women and Children's Centre Board; the Governance and Business Leads; lead clinicians and managers; the Workforce Leads; and members of the FCHS Project Team. Every meeting is open to any member of staff within Women and Children's and attendance of staff and Staff-Side Representatives is good. The progress notes and action log for each team is available on the Centres Intranet pages and also the shared drive.

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 held 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. Workshops with Surgery (including Anaesthetics) and Emergency Services were held in February. Workshops with Therapies and Diagnostics are planned for the end of March 2013 and Pharmacy and Estates and Facilities, IM&T and Infection Prevention and Control scheduled for April 2013.

5.3 Paediatric Elective Surgery

The cohorting of elective paediatric activity at PRH on two days each week (Mondays and Fridays) was successfully implemented on 4 March 2013. 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 but it does mean that children will be seen, treated and cared for in an appropriate environment by staff trained and qualified in the care of children.

5.4 Inpatient Gynaecology Surgery

Work is now underway to explore and develop the changes required to support the transfer of Gynaecology to PRH in summer 2014. Whilst day cases will continue to be undertaken on both sites, all inpatient gynaecology surgery will transfer from RSH to PRH and those theatre lists will need to be accommodated. This is likely to mean a rebalancing of activity within other specialties and so the on-going engagement and commitment of staff from all areas will continue to be required.

5.5 Clinical Working Group

The Women and Children's Clinical Working Group will meet again on April 2013. This group will pull together all the outputs from the Centre to Centre Workshops and the Women and Children's Project Teams and make recommendations to the FCHS Implementation Group, chaired by the Chief Operating Officer. The Quality Impact Assessments for each specialty will also be reviewed and amended by the Clinical Working Group.

5.6 Workforce Planning

The non-committal workforce questionnaire has been piloted within two maternity wards. All staff within Women and Children's are being invited to complete the questionnaire during March to 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 review of the medical staffing requirements within Paediatrics and Neonatology has been completed. This builds on the work undertaken in the development of the FBC. A follow-up meeting with all Paediatricians and Neonatologists is being arranged for April 2013.

Discussions on the implications of currently meeting the new West Midlands Quality Review Standards for the Care of Critically Ill and Injured Children is being led by the Chief Nurse/Director of Quality as the Trust Board member lead for Paediatrics. Achievement of the standards post reconfiguration will continue to be discussed at the FCHS Project Board and the Hospital Executive Committee as required.

5.7 On-going 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.

An update to the Joint Health Overview and Scrutiny Committee is planned for 27 March 2013.

The latest Quality Impact Assessments have been reviewed by the Quality and Safety Committee. The next review is planned for 21 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
- The vacation of Ward 12 by Escalation or the development and delivery of alternative plans to enable the on-going construction of the Women and Children's Unit
- 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. Recent activities include:

7.1 Ground Breaking Event and Builder's Hard Hat Competition

The Ground Breaking Event to mark the start of the development of the new Women and Children's Unit on 27 February 2013 was a great success. The Builders Hard Hat completion was one by Cedewain Special School in Newtown. They have won £100 book tokens for their school, a visit from builders Balfour Beatty and the honour of inserting a 'gold bolt' in the frame of the atrium.

7.2 Staff and Patient and Public Focus Groups

Since the last Trust Board update, two Staff Focus Groups have been held (at RSH and PRH). These will continue to take place monthly with one session at RSH and one at PRH. All staff from any area within the Trust is invited to attend.

In addition, two Patient and Public Focus Groups; the first included a group of 16-20 years old young women at Shrewsbury College of Art and Technology. Discussions were centred on the look and feel of the new Unit at PRH and the new Zones at RSH as well as their aspirations to develop art work for the new facilities. The second group was with women whose babies had received care on the Neonatal Unit. Their ideas and thoughts on how to make the new Unit family centred and as non-frightening as possible were shared with the Dr Alison Moore (Neonatologist), Sam Davies (Ward Manager) and other staff from the service.

7.3 Rainbow Legacy Artwork

The final design of the Rainbow Unit Legacy Artwork has been selected by the Legacy Arts Panel and reviewed by the FCHS Project Board. Work on creating the artwork will start in April 2013 with the first of four workshops with patients, siblings, families and staff. The first workshop will be held in Newtown. People will work to create their own glass tile that will be inserted into the wall around the sculpture. The images below show the design and proposed materials of the chosen sculpture to be created for RSH.

- 'bronze' children holding a glass rainbow coloured umbrella
- low wall surround with 40 glass tile inserts
- approximately 2 metres by 2 metres



Image 3: Example material and chosen design for the Rainbow Unit Legacy Artwork

7.4 Photography Competition – Adolescents Room

Twelve photography students (six each from TCAT and SCAT) are visiting the construction site at PRH on 21 and 22 March to take part in a photography competition to find images for the new Adolescent's Room within the new Children's Ward. Two winners, one from each college will then visit the site at regular intervals to capture interesting and contemporary shots which they will use in their exam portfolio and the Trust will use in the new space for older children.

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