

THE SHREWSBURY AND TELFORD HOSPITAL NHS TRUST**Trust Board Meeting – Thursday 29th May 2014****CHIEF EXECUTIVE OVERVIEW****Future Fit Update**

The Future Fit Programme Board met on 21st May this month and received an update on a number of programme activities. The important clinical modelling work has continued over the last few weeks and will be brought to an extraordinary programme Board on 10th June for approval. At this point the work on the activity and financial modelling will commence as will the comprehensive engagement programme with the public on the clinical model. Amongst the papers for approval were:

- Communications and Engagement Strategy
- Proposal for a feasibility study into options for an Acute Emergency Centre
- Long listing, Short listing and Evaluation Process
- Amended Programme Execution Plan to reflect revised timeline

The Programme Directors Report is included within the Board Supplementary Information Pack.

Future Configuration of Hospital Services (FCHS) Update

There are now 18 weeks until the Women and Childrens services transfer from the RSH to the PRH. It has been another extremely busy month in progressing our implementation plans for the development. An update paper on activities has been included within the Board Supplementary Information Pack.

A key milestone we must acknowledge was the successful children's ward move on 9th May 2014 from its temporary location on Ward 14 to its new home within the new Women and Children's Centre. Ward 14, alongside Ward 12 has now been formally handed over to Balfour Beatty to progress the refurbishment of this space for Women's Services (which will comprise: Gynaecology Inpatients; Gynaecology Emergencies; Colposcopy and Gynaecology Procedure Suite; and Early Pregnancy Assessment Service).

The Children's Ward move went extremely well without any service interruption. A very big thank you must be given to many Ward Staff, Estates, Pharmacy, IPC, IT and Telecoms, Communications and Domestic Services for making this happen.

Feedback from Confirm & Challenge Meeting with Trust Development Authority on 2-year Operating Plan submission

The second Confirm and Challenge meeting with the TDA took place on 16th May. The main elements of feedback related to the current trajectories for achieving consistent performance on A & E and Referral to Treatment (RTT) targets. The TDA wished for speedier delivery and indicated that in their formal feedback letter following the meeting they would identify what they

believed to be acceptable timescales for delivery and we will then respond accordingly as to whether that was considered feasible.

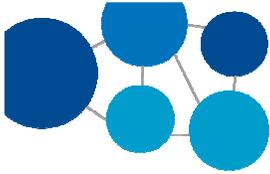
There was challenge to confirm the basis of the projected deficit of £8.2m but no indication that this level will not be supported.

No serious challenges were made regarding Quality issues and there was no discussion regarding FutureFiT and long-term strategy.

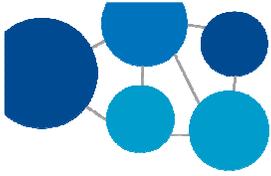
CHKS Top 40 Hospitals Award

For the second year running the Trust has been awarded the CHKS Top 40 Hospitals Award which reflects high standards of clinical efficiency and clinical outcomes.

Peter Herring
Chief Executive



PROGRAMME DIRECTORS REPORT for April 2014	
Report Dated 11 May	
Key activities last month	
<p>Clinical modeling sub groups held third/fourth meetings and cross cutting themes sessions held</p> <p>NHSE sense check meeting held, agreed satisfactory progress made</p> <p>Gateway Action Plan developed</p> <p>Timeline further revised to encompass stakeholder concerns</p> <p>Risk workshop held to identify key risks to programme</p> <p>Programme Execution Plan revised</p> <p>Additional Communications and Engagement resource agreed</p>	
Tasks Due for Completion last month and not completed	Reason and mitigation
Acute activity model updated	Delay caused by discussion over how to isolate non recurrent waiting list activity. Now resolved and model issued on 12 May
Financial model constructed and populated	Dependent on Activity and Capacity model and information from sponsor organisations. SROs to meet with finance workstream members to discuss operation of workstream
Tasks for the next period	
<p>Complete Clinical Model cross cutting themes and sub groups</p> <p>Produce Clinical Model report</p> <p>Agree Communications and engagement strategy, commence implementation</p> <p>Recruit to lead communications and engagement post</p> <p>Commence feasibility study for Emergency Care Centre</p> <p>Impact Assessment</p> <p>Agree long listing, shortlisting and evaluation process</p> <p>Agree revised Programme Execution Plan</p> <p>Populate financial model</p> <p>Commence production of technical team brief</p>	
Issues/Support Required – extract from issues log	
<p>Powys has not agreed funding for Programme, could compromise engagement process and support for the Programme.</p>	



PROGRAMME DIRECTORS REPORT for April 2014

Report Dated 11 May

The Future Configuration of Hospital Services Programme Trust Board Update

29 May 2014

1. Introduction

This paper updates the Trust Board on the ongoing implementation of the Future Configuration of Hospital Services (FCHS) programme. Since the Trust Board update in March, this has included:

- Enabling moves at PRH (relocation of Cardio-Angio to Ward 7; and the opening of the Short Stay Acute Medical Ward, Ward 17)
- Moving the PRH Children's Ward from its temporary location on Ward 14 to the newly refurbished and built Ward 19
- Commencement of works at PRH to create the new Admin Hub in the vacated Pathology Department

2. Transition and Operational Implementation

The FCHS programme remains on target for delivery of all service and workforce changes, the construction of the new Women and Children's Centre at the Princess Royal Hospital (PRH), as well as all associated enabling works and moves.

The involvement and engagement of staff, patients and their families, the public and the Trust's partner organisations remains central to the programme.

3. New Children's Ward, Ward 19

The PRH Children's Ward was successfully moved from its temporary location on Ward 14 to its new home within the new Women and Children's Centre on 9 May 2014. Ward 14, alongside Ward 12 has now been formally handed over to Balfour Beatty to progress the refurbishment of this space for Women's Services (which will comprise: Gynaecology Inpatients; Gynaecology Emergencies; Colposcopy and Gynaecology Procedure Suite; and Early Pregnancy Assessment Service).

The Children's Ward move went very well without any service interruption. Thanks must be given to the Ward Staff, Estates, Pharmacy, IPC, IT and Telecoms, Communications and Domestic Services for making this happen.

The Trust received positive media coverage of the move and a follow-up visit planned to talk further to staff, patients and parents is planned for 28 May 2014

4. Trust-wide Implementation

The importance of Trust wide involvement in the implementation of the reconfiguration and the impact on other Care Groups and Centres is acknowledged and work across the Trust continues. Weekly Implementation Group meetings are being held with leads from all relevant areas and chaired by the Chief Operating Officer.

There are now nineteen weeks until services transfer from Royal Shrewsbury Hospital to Princess Royal Hospital. In addition to detailed planning for the actual move, revising and developing operational policies and pathway implementation, the areas of ongoing work include:

- Build, refurbishments, enabling works and moves between June and August 2014
- Workforce

4.1 Build, Refurbishments, Enabling Works and Moves at PRH June to August

Work to create the new administrative areas at PRH is now underway with the first of four phased moves planned for 18 June 2014.

The work to replace the Doctors Resource Room from the Management Suite within the vacated Union Office in the Dining Room is also due to be completed at this time.

Work on Ward 15/16 is planned for July to enable the creation of additional wet-rooms, facilitate the swapping of these wards and releasing space for the development of the new Antenatal Day Assessment which will be completed at the end of August 2014.

The Snowdrop Room for children within the Mortuary Department, refurbished Gynaecology Outpatients within Clinic F and 'back of house' service areas (Stores, Loading Bay etc) are also programmed for completion by the end of August 2014.

Work to relocate the Clinic Prep Team and relocate the live Maternity records and direct access records for children by creating additional capacity for deceased records off site

4.2 Workforce

Formal consultation with all Agenda for Change staff within the Women and Children's Care Group concluded at the end of November 2013 with a number of staff being added to the Trust's Alternative Employment Register. This number continues to reduce as alternatives or solutions are found. Twenty nine staff are currently on the register. All efforts continue to be made to work with staff to understand their reasons for not wanting to move or the reasons why they are unable to move, to provide staff with an alternative role, including opportunities within the Trust's emerging 'Job Swap Scheme'. A risk that is currently being managed is if staff fail to move as it will impact on staffing templates. The greatest risk within this group comprises nine Midwives. Work will continue with each individual Midwife, as with all staff, to progress discussions in order to ensure safe and high quality service delivery post reconfiguration.

Key workforce areas also include:

- Recruitment of overseas medical staff to improve the sustainability of the middle grade rota for surgical cover at PRH
- Agreeing the workforce model within Paediatrics and the Emergency Department at RSH to ensure appropriate cover in response to service demand, especially out of hours
- Finalising the additional nursing, midwifery and support staff requirements to form part of a national recruitment drive at the end of June
- Commencing the training and familiarisation days for all staff within Women and Children's for the new Women and Children's Centre and PRH as a whole plus familiarisation of the new Centre for key teams at PRH (first session planned for 9 June 2014)
- Travel and transport, especially addressing the car parking challenges at PRH to enable people to park and to meet the planning conditions for the new Women and Children's Centre

5. Communications and Engagement

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