

The Shrewsbury and Telford Hospital NHS Trust

Trust Board

16 April 2012

The Future Configuration of Hospital Services Programme

Executive Lead	Adam Cairns, Chief Executive
Author	Kate Shaw, Future Configuration of Hospital Services Programme Manager Neil Nisbet, Finance Director, FCHS Programme Director Chris Needham, Associate Director of Estates and Facilities Management Chris Benham, Assistant Director of Finance, Financial Accounting Sara Hayes, Deputy Head of Human Resources
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>The investment set out for approval in the attached Full Business Case (FBC) builds on the proposals, plans and details within the Outline Business Case (OBC) for the Future Configuration of Hospital Services. The OBC was approved by the West Midlands Strategic Health Authority on 27 September 2011. This FBC addresses the significant challenges to the future safety and sustainability of acute surgery and of women's and children's services within the Trust.</p> <p>This case has been prepared in accordance with the agreed standards and format for business cases in line with the most recent Department of Health and Treasury guidance. It therefore follows the format of the Five Case Model which explores the scheme from five perspectives: the strategic case; the economic case; the commercial case; the financial case and the management case.</p> <p>This FBC recognises and demonstrates the ongoing clinical leadership and engagement in the continued development of the care pathways and models of care; the design and layout of the new and refurbished clinical areas; the future workforce; and the necessary planning and steps for implementation.</p> <p>A preferred capital option for both RSH and PRH has been fully developed, requiring a capital investment of £34.873m through Department of Health Public Dividend Capital. The financial strategy that provides assurances on affordability of this investment compared to the "do nothing" option is clearly set out within this FBC.</p> <p>The attached overview paper also updates the Board on recent activities within the wider programme of work and includes the ongoing public and stakeholder engagement and ongoing assurance activities, both of which will continue into the next phase of the programme, Phase Three: Construction and Implementation.</p> <p>The detailed phasing and implementation of the scheme is included within this FBC alongside the programme and governance structure for the FCHS Programme.</p>

	<p>The Trust will require support for this case from the West Mercia PCT Cluster, the Clinical Commissioning Groups for Shropshire and Telford & Wrekin and the Joint Health Overview and Scrutiny Committee prior to the FBC being recommended for formal approval at the SHA Board, NHS Midlands and East on 24 May 2012.</p>
<p>Recommendations</p>	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> • APPROVE the Full Business Case for the Future Configuration of Hospital Services for commending to the SHA; specifically the preferred capital options for both RSH (R6) and PRH (P4), the requirement for a Department of Health Public Dividend Capital investment of £34.873m • NOTE the timescale for submission of the Full Business Case to the PCT Cluster, the Clinical Commissioning Groups and NHS Midlands and East • AGREE the continued progression of the Future Configuration of Hospital Services Programme, and in particular the ongoing assurance process and public and stakeholder involvement, ongoing design and pre-construction activities and the commencement of implementation

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 Trust Board met and approved the OBC for submission to the PCTs and SHA on 25 August 2011. The OBC was approved by the Boards of the PCTs on 13 September 2011 and the SHA Board on 27 September 2011. The OBC was supported by the Joint Health Overview and Scrutiny Committee for Shropshire and Telford & Wrekin on 23 August 2011.</p> <p>Ongoing public and stakeholder engagement has been integral to this Phase of the Future Configuration of Hospital Programme and to the development of this Full Business Case. This will continue into Phase Three: Construction and Implementation and will support 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> <p>Following approval by the Trust Board, this Full Business Case will be submitted to the PCT Cluster and the Strategic Health Authority for approval in April/May 2012.</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 reconfiguration in terms of capital and revenue are detailed within this Full Business Case.
Learning and Growth	The workforce implications of the reconfiguration are detailed within this Full Business Case.
Patients, GPs and Commissioners	The proposals that have been 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 these changes is included in this Full Business Case.
Equality and Diversity	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 this Full Business Case.
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 Three of the Future Configuration of Hospital Services Programme is included within this Full Business Case.

The Shrewsbury and Telford Hospital NHS Trust
The Future Configuration of Hospital Services Programme
Full Business Case – Overview

16 April 2012

The main purpose of this paper is to introduce the Full Business Case (FBC) for the Future Configuration of Hospital Services (FCHS) for approval. It also provides an update on key activities within the wider FCHS Programme and references ongoing communication and engagement assurance work that will be progressed into the next phase of the programme.

Key activities since the last update to the Board include:

- The development of the final version of the FBC. The FBC Summary is attached for approval. The Full Business Case, Supporting Appendices and an Estates Annex are also available on request (see Section 1)
- The continued public, staff and stakeholder engagement (see Section 2)
- The recent and ongoing assurance element of the programme (see Section 3)
- Agreement of the process for support and approval (see Section 4)

1. Format of the Full Business Case

The investment set out in the attached Full Business Case (FBC) builds on the approved Outline Business Case (OBC) and supports the implementation of the reconfiguration of some hospital services between the Princess Royal Hospital in Telford (PRH) and the Royal Shrewsbury Hospital (RSH). It addresses the significant challenges to the future safety and sustainability of acute surgery and local women and children's services.

The proposals, plans and impacts detailed within the OBC remain largely unchanged. Two key changes were agreed at the Trust Board on 1 March 2012, that is:

- The improvement to the preferred option at RSH in terms of the relocation of the Women and Children's Services remaining at RSH due to the freeing up of clinical space through the bed reduction project; and
- The opportunity to access Department of Health Public Dividend Capital funding

This business case is the culmination of six months focussed work by lead clinicians and managers; Centre, corporate and technical teams; partners, patients and the public. The FCHS Project Board has met monthly and the Trust Board have received regular updates throughout its development. It follows the agreed standards and format for NHS business cases in line with Department of Health and Treasury guidance and follows the Five Case Model which explores the scheme from five perspectives: the strategic case; the economic case; the commercial case; the financial case and the management case. In summary:

- The **Strategic Case** draws together the national and local context and strategies; the demography and needs of the population served by the Trust; the case of change; and the objectives and benefits this programme of change must deliver
- The **Economic Case** revisits the options that were appraised in the OBC and reaffirms the preferred option
- The **Commercial Case** details the commercial arrangement used within the Procure 21+ framework to identify a partner, Balfour Beatty, for the design and construction of the preferred option identified in the economic case, as advocated by the Department of Health
- The **Financial Case** describes the financial implications of the preferred option
- The **Management Case** identifies the wider programme management and governance structure required to deliver the Future Configuration of Hospital Services programme and the Trusts capability in delivering the proposed service and capital solutions

A preferred capital option for both RSH and PRH has been identified, requiring a necessary capital investment of £34.873m through Public Dividend Capital funding. The financial strategy that provides assurances on affordability of this investment compared to the “do nothing” option is set out within the FBC. The benefits management strategy is also defined.

The FBC identifies the key implementation aspects of the FCHS Programme, including phasing, construction, decanting and the management of change process for the Trusts workforce. The ongoing assurance, and communication and engagement plans are also included within the FBC.

2. Public, Staff and Stakeholder Involvement

Communications and engagement has continued according to the plan agreed by the FCHS Project Board. Specific activities include:

- **Programme bulletin:** two issues have been produced of Looking To The Future, the regular bulletin to keep people informed about the changes to local hospital services and detail the ways in which they can get involved. This is sent out to all Trust members and stakeholders and is available across both hospital sites and on the website. It is also sent out to all GP practices
- **Visiting established groups and networks** such as the Wellington Town Womens Guild; the Welshpool Mother and Baby Group; and the Shropshire Patient Participation Group
- **Hosting Health Information Events** with health care partners throughout the county and Powys to update and inform the public about a wide range of health services as well as the reconfiguration of hospital services
- **Distribution of the weekly internal bulletin**, The Future This Week, to the Trust Board, Centre Chiefs, Centre Managers and senior managers within the Trust
- **Patient and Public Focus Groups:** four groups continue to meet on a regular basis – Surgery; Women’s Services; Children’s Services; and Children’s Oncology and Haematology and have discussed the design and layout of the new and refurbished clinical areas and future service delivery

- **Staff Focus Groups:** these informal staff groups within each reconfiguring Centre meet every four to six weeks to discuss the development and planned changes. The Women and Children's group has successfully used teleconferencing at their last meeting to enable staff from both sites to take part
- **Stakeholder and partner engagement:** A series of meetings and discussions have been held with Local Joint Councils, Town Councils, local MPs, Community Health Councils, local journalists and GPs
- **Public/patient briefings:** the briefings led by the Chief Executive were last held on 6 and 8 February 2012. The next briefings are scheduled for: 23 April at SECC, RSH and 24 April, Education Centre, PRH
- **Future website:** The reconfiguration pages of the Trust website are regularly updated and can be found at www.sath.nhs.uk/future It includes the latest news and updates on all service areas and how people can get involved, FAQs, blogs from clinicians and senior managers and dates of upcoming events.

This FBC Summary will be shared with the Joint Health Overview and Scrutiny Committee on 12 April and the Clinical Commissioning Groups on 17 April (Telford and Wrekin) and 2 May (Shropshire County)

3. Assurance

Since the approval of the OBC, the Trust has continued to deliver the on-going assurance within the FCHS Programme. This has included the delivery of the areas for further assurance from the Joint Health Overview and Scrutiny Committee (HOSC), the meeting of the Clinical Assurance Group and a Department of Health Gateway Review (Gateway 3). The outcome of these activities is detailed within the Full Business Case.

The Trust will continue to provide updates to the Joint Health Overview and Scrutiny Committee as the implementation of the programme progresses. In addition, the Clinical Assurance Group will meet at key stages of the programme. The next Department of Health Gateway Review (Gateway 4) will be held in 2013.

4. Next steps for Support and Approvals

The SHA requires the FBC to have the formal support of the PCT Cluster and a demonstration of support from both local Clinical Commissioning Groups prior to it being received by the Board of the Strategic Health Authority on 24 May 2012. The ongoing engagement and support of the Joint Health Overview and Scrutiny Committee is also required.

The Trust has worked closely with officers of the SHA including their finance team, capital and estates advisors and reconfiguration lead on the requirements of the FBC.

The table below identifies the key meetings for the necessary support and approvals over the coming weeks:

Meeting/Group	Date
FBC update to Shropshire County Clinical Commissioning Group	4 April
Summary FBC submitted to West Mercia PCT Cluster	10 April
Summary FBC presented to Joint Health Overview and Scrutiny Committee	12 April
Summary FBC presented to Telford and Wrekin Clinical Commissioning Group	17 April
Submission of FBC and all supporting appendices and estates annex to SHA	17 April
SHA Capital Review Group	1 May
Summary FBC presented to Shropshire County Clinical Commissioning Group	2 May
SHA Executive Team review	10 May
SHA Board approval	24 May

5. Recommendations

The Trust Board is asked to:

- **APPROVE** this Full Business Case for the Future Configuration of Hospital Services for commending to the SHA; specifically the preferred capital options for both RSH (R6) and PRH (P4), the requirement for a Department of Health Public Dividend Capital investment of £34.873m
- **NOTE** the timescale for submission of this Full Business Case to the PCT Cluster, the Clinical Commissioning Groups and NHS Midlands and East
- **AGREE** the continued progression of the Future Configuration of Hospital Services Programme, and in particular the ongoing assurance process and public and stakeholder involvement, ongoing design and pre-construction activities and the commencement of implementation