

Reporting to:	Trust Board
Title	Future Fit Update
Sponsoring Director	Simon Wright Chief Executive
Author(s)	Emma Pyrah, Senior Programme Manager Debbie Vogler Future Fit Programme Director
Previously considered by	
Executive Summary	<p>The purpose of this paper is to provide a revised timeline and next steps for the Future Fit Programme.</p> <p>The Futurefit Programme timeline and critical path (attached) has been amended to reflect the delay in decision making related to the outcome of the options appraisal completed in September 2016.</p> <p>This revised timeline is very challenging to deliver and a number of steps are outwith the control of the Programme team in terms of the regulatory approval processes.</p> <p>The Board are asked to note that should for any reason the public consultation not able to start by 5th January as currently proposed, the Programme will need to take advice and considering its options: undertaking a split public consultation, with a break during the purdah period or delaying the consultation until after the election process. In considering these alternatives approaches, the Programme will need to take account of the risks and consequences of such a further delay. It is likely that at best this would result in a 3-4 month delay in reaching a final decision on a preferred option.</p>
Strategic Priorities	
1. Quality and Safety	<input checked="" type="checkbox"/> Reduce harm, deliver best clinical outcomes and improve patient experience. <input type="checkbox"/> Address the existing capacity shortfall and process issues to consistently deliver national healthcare standards <input type="checkbox"/> Develop a clinical strategy that ensures the safety and short term sustainability of our clinical services pending the outcome of the Future Fit Programme <input type="checkbox"/> To undertake a review of all current services at specialty level to inform future service and business decisions <input checked="" type="checkbox"/> Develop a sustainable long term clinical services strategy for the Trust to deliver our vision of future healthcare services through our Future Fit Programme
2. People	<input type="checkbox"/> Through our People Strategy develop, support and engage with our workforce to make our organisation a great place to work
3. Innovation	<input type="checkbox"/> Support service transformation and increased productivity through technology and continuous improvement strategies
4. Community and Partnership	<input type="checkbox"/> Develop the principle of 'agency' in our community to support a prevention agenda and improve the health and well-being of the population <input type="checkbox"/> Embed a customer focussed approach and improve relationships through our stakeholder engagement strategies
5. Financial Strength: Sustainable Future	<input checked="" type="checkbox"/> Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme
Board Assurance Framework (BAF) Risks	<input checked="" type="checkbox"/> If we do not deliver safe care then patients may suffer avoidable harm and poor clinical outcomes and experience <input type="checkbox"/> If we do not implement our falls prevention strategy then patients may suffer serious injury <input type="checkbox"/> If the local health and social care economy does not reduce the Fit To Transfer (FTT) waiting list from its current unacceptable levels then patients may suffer serious harm

	<input checked="" type="checkbox"/> Risk to sustainability of clinical services due to potential shortages of key clinical staff <input type="checkbox"/> If we do not achieve safe and efficient patient flow and improve our processes and capacity and demand planning then we will fail the national quality and performance standards <input type="checkbox"/> If we do not get good levels of staff engagement to get a culture of continuous improvement then staff morale and patient outcomes may not improve <input checked="" type="checkbox"/> If we do not have a clear clinical service vision then we may not deliver the best services to patients <input checked="" type="checkbox"/> If we are unable to resolve our (historic) shortfall in liquidity and the structural imbalance in the Trust's Income & Expenditure position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment
Care Quality Commission (CQC) Domains	<input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input checked="" type="checkbox"/> Well led
<input checked="" type="checkbox"/> Receive <input type="checkbox"/> Review <input checked="" type="checkbox"/> Note <input type="checkbox"/> Approve	Recommendation The Board is asked to NOTE the revised timeline for the Future Fit Programme .

FUTUREFIT REVISED KEY MILESTONE TIMELINE 2016/17

The Futurefit Programme key milestone timeline has been amended to reflect the delay in decision making related to the outcome of the options appraisal completed in September 2016. The revised programme timeline is given in the table below, some dates remain to be confirmed as indicated.

This is a challenging timeline to deliver. Should for any reason the public consultation not able to start by 5th January as currently proposed, the Programme will need to take advice and consider its options: undertaking a split public consultation, with a break during the purdah period or delaying the consultation until after the election process. In considering these alternatives approaches, the Programme will need to take account of the risks and consequences of such a further delay. It is likely that at best this would result in a 3-4 month delay in reaching a final decision on a preferred option.

Also attached is the revised high level critical path 2016-17 to reflect the milestones in the table below.

Milestone	Timeline for completion
West Midlands Clinical Senate conduct Stage 2 review	17 – 31 Oct 2016
Shropshire and Telford & Wrekin CCG Boards receive draft PCBC including draft Consultation Plan	8 and 9 Nov 2016
West Midlands Clinical Senate Review Stage 2 Draft Report received	21 Nov 2016
Gateway Review	28 Nov –30 Nov 2016
Programme Board receive Option Appraisal Outcome	30 Nov 2016
CCG Board Joint Decision Making Committee to approve Preferred Option(s)	TBC Dec 2016
Submission of Pre-Consultation Business Case to NHSE Formal Assurance	TBC Dec 2016
SATH Trust Board approval OBC	1 Dec 2016
SATH submit OBC to NHSI for approval	5 Dec 2016
West Midlands Clinical Senate Review Stage 2 final Report received	5 Dec 2016
NHSE Stage 2 Assurance Panel	TBC Dec 2016
Shropshire/Telford & Wrekin CCG formal public consultation period	TBC 5 th Jan – Mar 2017
NHSI OBC approval period	5 Dec 16 – 31 May 17
SATH develop FBC (in parallel with OBC review and Public Consultation)	5 Dec 16 – Sept 17
Consultation findings and recommendations report received by CCG Boards	XX June 17

HIGH-LEVEL CRITICAL PATH 2016-17:

