

**The Shrewsbury and Telford Hospital NHS Trust**

**Trust Board**

**30 June 2011**

**The Future Configuration of Hospital Services Programme**

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<b>Strategic Domain</b>	C. Quality and Safety A. Financial Strength
<b>Organisational Objective</b>	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
<b>Executive Summary</b>	<p>This paper provides an update on the Future Configuration of Hospital Services Programme. Key activities this month have included:</p> <ul style="list-style-type: none"> <li>• Continued development of the Outline Business Case (see Section 1).</li> <li>• Refreshing the Trust's wider Estate's Strategy and understanding the long term opportunities and issues whilst ensuring alignment with the plans for surgery; maternity; and paediatrics at the Royal Shrewsbury Hospital site (see Section 2).</li> <li>• Implementing the next steps for public and stakeholder engagement (see Section 3).</li> <li>• Undergoing assessment by the Office for Government Commerce, submitting our monitoring returns as part of our accountability for service reconfiguration proposals through the regional Strategic Health Authority to the Department of Health and preparing for a progress update to the Joint Health Overview and Scrutiny Committee (see Section 4).</li> </ul>
<b>Recommendations</b>	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> <li>• <b>NOTE</b> the progress on the Future Configuration of Hospital Services Programme</li> <li>• <b>NOTE</b> the revised timescale for submission of the Outline Business Case to the Strategic Health Authority</li> </ul>

## The Future Configuration of Hospital Services Programme

### Contribution to Inspection, Registration, Assurance, Performance and Delivery

<b>Risks and Assurance</b>	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to the clinical quality of services.
<b>Contribution to Key Performance Indicators</b>	Not applicable
<b>Compliance with Clinical and other Governance Requirements</b>	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to compliance with a range of clinical safety standards.
<b>Engagement and Decision-Making Process</b>	<p>The Boards of the Trust and the PCTs met on 24 March 2011 and approved the proposals as the basis for a more detailed implementation plan and Outline Business Case. Their decisions were endorsed by the Joint Health Overview and Scrutiny Committee for Shropshire and Telford &amp; Wrekin, which also met on 24 March 2011.</p> <p>Ongoing public and stakeholder engagement will be integral to Phase 2 of the Future Configuration of Hospital Programme, and will continue to support the 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, the Outline Business Case will be submitted to the PCT Boards and the Strategic Health Authority Board for approval in August/September 2011.</p>

### Strategic Impact Assessment

<b>Quality and Safety</b>	The Future Configuration of Hospital Services Programme will support the local NHS to address risks to the clinical quality of services.
<b>Financial Strength</b>	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 option for reconfiguration in terms of capital and revenue are being further developed within the Outline Business Case.
<b>Learning and Growth</b>	There are no immediate workforce implications from this paper. The workforce implications of the option for reconfiguration are being developed within the Outline Business Case.
<b>Patients, GPs and Commissioners</b>	The proposals that are being 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 changes with patients and GPs will be needed.
<b>Equality and Diversity</b>	There are no immediate equality and diversity implications from this paper. The potential equality and diversity implications, including issues raised within the PCTs' Equality Impact Assessment during the consultation and assurance phase of the programme, are being considered as part of the Phase Two delivery programme.
<b>Legislation and Policy</b>	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.
<b>Communication and Marketing</b>	A communication and engagement plan for Phase Two of the Future Configuration of Hospital Services Programme has been approved by the FCHS Steering Group.

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**The Future Configuration of Hospital Services Programme**

**Board Update**

**30 June 2011**

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

The Trust's FCHS Finance and Estates Group is meeting weekly to develop and coordinate the delivery the Outline Business Case. The FCHS Steering Group is continuing to meet every two weeks during this time.

Key activities this month have included:

- Continued development of the Outline Business Case (see Section 1).
- Refreshing the Trust's wider Estate's Strategy and understanding the long term opportunities and issues whilst ensuring alignment with the plans for surgery; maternity; and paediatrics at the Royal Shrewsbury Hospital site (see Section 2).
- Implementing the next steps for public and stakeholder engagement (see Section 3).
- Undergoing assessment by the Office for Government Commerce, submitting our monitoring returns as part of our accountability for service reconfiguration proposals through the regional Strategic Health Authority to the Department of Health and preparing for a progress update to the Joint Health Overview and Scrutiny Committee (see Section 4).

## **1. Outline Business Case Development**

- 1.1 Clinical working group discussions continue to be held regarding the future service models and pathways of care.
- 1.2 The service briefs (future capacity requirements in terms of actual physical space) have all now been agreed. Four options for the estate at the Princess Royal Hospital (PRH) were shared with the Centre Chiefs; Senior Nurses; Clinical Working Group Leads; and Trust Executives on 20 May 2011. A non-financial appraisal was undertaken.
- 1.3 The service briefs have also informed the future workforce needs and a process of confirm and challenge is being undertaken to ensure these reflect future service needs.
- 1.4 The financial impact and economic analysis of the capital and revenue within the Outline Business Case is near completion. This will be presented to the Finance and Performance Committee on 28 June 2011.
- 1.5 The financial appraisal and non-financial appraisal is in the process of being combined to establish the preferred option for PRH site.

- 1.6 The Finance Director, Director of Strategy, Associate Director of Estates and Facilities Management and the FCHS Programme Manager met with representatives and business case advisors from the Strategic Health Authority on 6 June 2011 to discuss the draft Outline Business Case. It was agreed that the Trust and Strategic Health Authority would work iteratively over the coming weeks to ensure the Outline Business Case is submitted to the Strategic Health Authority in September 2011.
- 1.7 The Strategic Health Authority have commented that they wish to see a greater emphasis on the local system plan in terms of QIPP and longer term commissioning intentions in relation to women's and children's services; head and neck; and surgery within the Outline Business Case. The Director of Strategy and FCHS Programme Manager met with the combined PCT Commissioning Executives on 15 June 2011 to progress this element of the Outline Business Case and to share the work to date. A further meeting is being planned for 6 July 2011.
- 1.8 The draft Outline Business Case was developed by the end of May 2011 and was reviewed by the Office for Government Commerce from 8 to 10 June 2011 (please see Section 4). The high level themes from the Outline Business Case were shared with the Joint Health Overview and Scrutiny Committee on 16 June 2011.

## **2. Estates Strategy**

- 2.1 The interdependency of the FCHS programme and the major change programmes for scheduled and unscheduled care are acknowledged. Together, all three developments have an impact on the Trust as a whole. This includes the future estate needs, particularly at RSH.
- 2.2 The Executive Team have recently refreshed the priorities within the Trust Estates Strategy according to the current risks and operational challenges and the Trust Strategic Plan. This work will feed into the Outline Business Case in terms of the plans for 0-2 years; 2-5 years; 5-10 years; and 10 years plus. The relocation of the Maternity and Children's Services from their current location at RSH to an alternative location at RSH will be a key aspect of this plan.
- 2.3 In addition, it is recognised that the long term capacity requirements, especially in medicine, need to be understood. An external healthcare consultancy, Strategic Healthcare Planning, has been commissioned to support the Trust to develop this work in time for it to be included in the Outline Business Case.
- 2.4 The revised Estates Strategy and potential physical options at RSH will be presented to the Trust Leadership Team for discussion in early July 2011.

## **3. Public and Stakeholder Involvement**

- 3.1 A communications and engagement plan has been agreed by the FCHS Steering Group. This plan outlines the ongoing involvement of individuals, groups, communities and staff in the reconfiguration programme. Specific activities include:
  - **Programme bulletin:** A regular bulletin, 'Looking Forward' has been developed to send to interested parties and local stakeholders to keep them informed of progress and seek their views. It also details the ways in which people can get involved as

the programme develops. 'Looking Forward' will also be available on the website and at both hospital sites.

- **Visiting established groups and networks:** Contact has been made with a number of established groups that were either visited during the assurance and consultation phase or have expressed an interest in being involved as the programme develops. These update sessions are in the process of being set up to start this month and will include discussions with:
  - Parents and Carers Council in Shrewsbury and Craven Arms
  - New mothers at the Midwifery-Led Units
  - Parents of children with insulin dependent diabetes
  - Parents and families at various Surestart Centres

It is hoped that people attending these discussions will be interested in joining the specific focus groups described below.

- **Revisiting communities:** As part of the commitment to work with communities visited during the consultation, a series of meetings will be held with lead officers and clinicians from the Trust and groups across the county and Powys. In discussion with these groups and working to their existing meeting schedules, these meetings will now start in September 2011.
- **Patient and community focus groups:** Patient and community focus groups are in the process of being established. Members will be drawn from those who expressed an interest in being involved during the consultation phase, members of public who have raised concerns and representatives from established patient groups and networks. The remit of the focus groups will be to work with the Trust's clinicians and wider staff to help shape the services, for example through pathway work, involvement in the planning and design of new buildings and refurbishment, and developing and refining transport and access arrangements.
- **Staff discussions:** A process for updating and listening to staff directly affected by the reconfiguration is currently being developed. This will be a mixture of drop-in sessions within specific units; FCHS programme team members attending team meetings; and specific sessions/workshops as requested by teams and managers. This format will be in addition to the specific Human Resource led change management process that will be introduced in due course.
- **Website:** The consultation website will continue to provide a web channel to share updates on progress and ask for views.

3.2 The first patient group was held on 12 May 2011. This session was for parents of children with cancer and haematological conditions and was led by Dr Andrew Cowley (Lead Consultant Paediatric Oncology) and Jackie Hyne (Nurse Specialist Paediatric Oncology). The Chief Executive, Head of Communications and Business Development and FCHS Programme Manager were invited to attend. The group had the opportunity to raise concerns and ask specific questions. Those present worked in groups to identify the areas in which

they wanted further assurance and also areas for opportunity and development. The group were also invited to become more involved in the programme as it develops in the specific areas of: the physical environment; services and staff; transport and access; and the legacy of the Rainbow Unit. A newsletter has been produced to capture the output of the session and the wider group will meet again in the autumn.

## **4. Ongoing Assurance**

- 4.1 The Assurance Grid continues to be used as the framework for the delivery and monitoring of the areas of further assurance set out by the Trust (Keeping It In The County: Report to the Board of The Shrewsbury and Telford Hospital NHS Trust on the 'Assurance and Consultation' phase of the Future Configuration of Hospital Services Programme), the Primary Care Trusts (Local Assurance Process and Equality Impact Assessment), the National Clinical Advisory Team, the Office for Government Commerce (OGC) and the HOSCs during the Assurance and Consultation phase.
- 4.2 The Clinical Assurance Group meeting planned for 7 June 2011 was postponed. There is ongoing support and agreement on the role of this group and discussions have been held with lead GP commissioners on its format and timings. This meeting is being rearranged for 5 July 2011.
- 4.3 The OGC Gateway 1 Review (Business Justification) took place from 8 to 10 June 2011. This formal review involved assessing the draft Outline Business Case, all programme documentation and controls and the interviewing of key Trust clinicians and staff, partner organisations and representatives from the public and the Health Overview and Scrutiny Committees.
- 4.4 The feedback from the review was positive recognising the sound progress of the reconfiguration programme since Gateway 0 in October 2010. As at the last review, the Trust received a delivery confidence rating of amber – 'successful delivery appears feasible but issues require management attention. The issues appear resolvable at this stage of the programme/project if addressed promptly'. The final report with its recommendations will be available by the end of June 2011. The review team have recommended that Gateway 2 (delivery Strategy) and 3 (Investment Decision) be combined and take place prior to submission of the Full Business Case.
- 4.5 The Trust continues to provide a formal reconfiguration update to the Strategic Health Authority via the local PCTs and West Mercia Cluster. This two monthly report was submitted at the end of May 2011 with the next update due at the end of July 2011.
- 4.5 A meeting was held with the Joint Health Overview and Scrutiny Committee on 16 June 2010 to present the key elements of Outline Business Case and to respond to the Joint Health Overview and Scrutiny Committee's reconfiguration work plan. The meeting was also attended by Leigh Griffin, Managing Director of both Shropshire County Primary Care Trust and NHS Telford and Wrekin and Deputy Chief Executive of the West Mercia PCT Cluster. Barry McKinnon, Locality Manager for Shropshire from the West Midlands Ambulance Service also attended. The Joint Health Overview and Scrutiny Committee welcomed the update and continue to be supportive of the reconfiguration programme as it develops. A further meeting will be held in July 2011.

## 5. Recommendations

5.1 The Trust Board is asked to:

- **NOTE** the progress on the Future Configuration of Hospital Services Programme
- **NOTE** the revised timescale for submission of the Outline Business Case to the Strategic Health Authority