

Reporting to:	Trust Board – 30th October 2014
Title	Improvements to Mortuary Facilities at the Royal Shrewsbury Hospital
Sponsoring Director	Neil Nisbet, Finance Director
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Previously considered by	Capital Planning Group, Operational Risk Group
Executive Summary	<p>The mortuary facilities at The Shrewsbury and Telford Hospital NHS Trust (Princess Royal Hospital and Royal Shrewsbury Hospital) provide a facility both for deceased patients and as the public mortuary for Shropshire.</p> <p>The facilities at the Royal Shrewsbury Hospital are largely unchanged since the hospital was built in the 1970s and current issues include:</p> <ul style="list-style-type: none"> • the need to accommodate an increasing number of deceased persons who are obese • the age and condition of the mortuary facilities at the Royal Shrewsbury Hospital • opportunities to improve dignity within the mortuary environment <p>This paper description options for addressing these issues and recommends a £1.4m capital investment to upgrade the mortuary facilities at the Royal Shrewsbury Hospital.</p>
<p>Strategic Priorities</p> <p>1. Quality and Safety</p> <p>2a) Healthcare Standards: Operational Performance Standards</p> <p>2b) Healthcare Standards: Service Reconfiguration</p> <p>3. People and Innovation</p> <p>4 Community and Partnership</p> <p>5 Financial Strength: Sustainable Future</p>	<p><input type="checkbox"/> Reduce harm, deliver best clinical outcomes and improve patient experience through our Quality Improvement Strategy</p> <p><input type="checkbox"/> To develop a transition plan, with supporting mitigation actions and contingency plans, that ensures the safety and short term sustainability of challenged clinical services. 2014/15</p> <p><input checked="" type="checkbox"/> To address the existing capacity shortfall and process issues to consistently deliver national healthcare standards. 2014/15</p> <p><input type="checkbox"/> To undertake a review of all current services at specialty level to inform future service and business decisions. 2015/16</p> <p><input type="checkbox"/> Complete and embed the successful reconfiguration of Women and Children’s services</p> <p><input 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</p> <p><input type="checkbox"/> Develop our leaders and promote staff engagement to make our organisation a great place to work through our People Strategy</p> <p><input type="checkbox"/> Develop a robust Investment Strategy to modernise our equipment and estate to support service transformation and increase productivity through the use of technology)</p> <p><input type="checkbox"/> Embed a customer focussed approach and improve relationships with our GPs through our Stakeholder Engagement Strategy</p> <p><input type="checkbox"/> Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme</p>

Board Assurance Framework (BAF) Risks	<input 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"/> 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 have a clear clinical service vision then we may not deliver the best services to patients <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 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 type="checkbox"/> Safe <input type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input type="checkbox"/> Well led
<input type="checkbox"/> Receive <input type="checkbox"/> Review <input type="checkbox"/> Note <input checked="" type="checkbox"/> Approve	Recommendation It is recommended that the Trust Board approve the option to upgrade mortuary facilities at the Royal Shrewsbury Hospital.

Improvements to Mortuary Facilities at the Royal Shrewsbury Hospital

1. Introduction

The mortuary facilities at The Shrewsbury and Telford Hospital NHS Trust (Princess Royal Hospital and Royal Shrewsbury Hospital) provide a facility both for deceased hospital patients and as the public mortuary for Shropshire.

Our aim as a provider of NHS care is to ensure that dignity is maintained following death. This includes offering dignified mortuary facilities.

However, the facilities at the Royal Shrewsbury Hospital are largely unchanged since the hospital was built in the 1970s and current issues include:

- the age and condition of the mortuary facilities at the Royal Shrewsbury Hospital
- opportunities to improve dignity within the mortuary environment
- the need to accommodate an increasing number of deceased persons who are obese

This paper describes options for addressing these issues and recommends a £1.4m capital investment to upgrade the mortuary facilities at the Royal Shrewsbury Hospital.

2. Context

2.1 Age and condition of current facilities

The current mortuary facilities at the Royal Shrewsbury Hospital include a main facility with 45 spaces in addition to a temporary facility with a further 9 spaces.

The age and condition of the main facility means that risk of breakdown is increasing, particularly during periods of heatwave. Temporary measures have been taken including the installation of two new compressor units, but these are not supported by a guarantee from the manufacturer due to the age of the facility. The risk of irreparable breakdown increases and contingency measures are in place.

The need to address mortuary facilities at the Royal Shrewsbury Hospital has been allocated a risk score of 20 on the Trust Risk Register, meaning that the facilities are rated as one of the three highest risks in the Trust.

2.2 Providing dignity in death

Our aim as a provider of NHS care is to ensure that dignity is maintained following death. This includes offering dignified mortuary facilities. The current facilities at the Royal Shrewsbury Hospital face challenges in this respect as they do not provide the physical access and environment that we would wish to offer bereaved relatives.

In addition, we estimate that a mortuary facility serving a hospital the size of the Royal Shrewsbury Hospital and the surrounding area should offer 68 mortuary spaces to accommodate periods of higher mortality (e.g. during influenza outbreaks). This compares with 54 spaces currently available. This will create challenges in providing the highest standards of dignity during such periods.

2.3 Providing facilities to accommodate the rise in obesity

There have been considerable changes in society since these facilities were built in the 1970s. A particular issue facing hospitals and mortuary facilities across the country is the rise in obesity, and mortuary facilities need to develop in order to provide an appropriate physical environment, referred to as “bariatric” facilities.

We estimate that a mortuary facility serving a hospital the size of the Royal Shrewsbury Hospital and the surrounding area should offer three bariatric spaces to accommodate periods of higher mortality (e.g. during influenza outbreaks). The current facilities can accommodate one bariatric space.

3. Options

Four main options for addressing these issues have been considered:

- Option 1: Do nothing
- Option 2: Upgrade the existing RSH mortuary facility
- Option 3: Supplement existing capacity through the use of a demountable facility; and
- Option 4: Consolidate all mortuary services at the Princess Royal Hospital.

These options need be considered against the following factors:

- Feasibility to provide the capacity we need for mortuary facilities
- Offering dignity and respect
- Financial impact
- Ensuring resilience of mortuary facilities and systems to continue to meet relevant standards (including those set by the Human Tissue Authority)

3.1 Do Nothing

This is not an option as it will not address the issues highlighted in Section 2.

3.2 Upgrade the existing mortuary facility at the Royal Shrewsbury Hospital

This approach is feasible. It could be introduced on a phased basis and involves removing the existing temporary facility, and replacing this with a new permanent facility with 23 spaces (including bariatric). The refrigerators within the existing permanent RSH mortuary would then be upgraded in the summer of 2015.

Dignity and respect would be further enhanced through the creation of an entrance lobby for the deceased's family and other visitors.

Interim mobile mortuary facilities would be established at RSH whilst the existing the existing temporary facility is replaced.

The cost of this option is estimated at £1.4 million.

3.3 Demountable or modular facility

This approach is feasible, however such units are constructed in durable synthetic material and are normally intended to be temporary to meet an immediate need rather than as continuous or permanent facilities. They do not offer the highest standards of ongoing dignity for deceased patients and their relatives that we aspire to provide, but could provide short term facilities.

In order to take forward this solution there would be a requirement to identify a designated area on the RSH site, and undertake enabling works so as to enable the modular facility to be erected speedily.

The cost of this option is £300,000 – £500,000.

3.4 Consolidate all mortuary facilities at the Princess Royal Hospital

This approach is feasible but would require a significant overhaul of the existing PRH mortuary facilities because the existing location offers limited opportunity for expansion. Further, this would have a dignity and access impact for the deceased's relative and other visitors as well as a logistical and financial impact.

Delivering this solution is expected to take a period of two years at an estimated cost of £2.5 million.

3.5 Summary of Options

	Option 1: Do nothing	Option 2: Upgrade RSH Mortuary	Option 3: Demountable capacity	Option 4: Consolidate facilities at PRH
Provide the capacity we need	Not addressed	Resolved	Temporary	Resolved
Offer dignity and respect	Not addressed	Resolved	Not addressed	Issues relating to transfer and access
Finance	Nil cost	£1.4 million	Limited – estimated at £500k	Estimated at £2.5 million
Resilience to maintain standards	On-going problems	Resolved	Problem of ageing RSH refrigeration remains	Resolved

Option 2 is therefore the preferred option based on non-financial considerations and availability of capital resources has been reviewed.

4. Availability of Finance

The Capital Planning Review Group met in September to review the availability of capital resources.

Given their priority in the Trust Risk Register, improvements to the Royal Shrewsbury Hospital mortuary facilities would reasonably expect to feature as part of the capital programme for 2015/16 to 2016/17. However, the 2014/15 capital allocation includes resources in support of the Future Configuration of Hospital Services and this work needs to be re-phased into future years until a clearer view can be developed in the context of the NHS Future Fit programme. It is therefore necessary to accelerate future capital replacement projects into the current year so that resources will be in place in future years to deliver the remaining FCHS commitments for Women and Children’s services at the Royal Shrewsbury Hospital.

Accordingly, at the Capital Planning Review Group held in September, it was therefore decided to earmark a sum of £1.4 million to support the RSH mortuary alterations, pending formal approval by the Trust Board.

5. Recommendation

It is recommended that the Trust Board approve Option 2, to upgrade Mortuary facilities at the Royal Shrewsbury Hospital.