


Board of Directors' Meeting
13 October 2022

Agenda item	178/22			
Report Title	Hospitals Transformation Programme (HTP) Report			
Executive Lead	Nigel Lee – SRO and Interim Director of Strategy & Partnerships			
Report Author	Sharon Stuart			
	Link to strategic goal:		Link to CQC domain:	
	Our patients and community	√	Safe	√
	Our people	√	Effective	√
	Our service delivery	√	Caring	√
	Our governance	√	Responsive	√
	Our partners	√	Well Led	√
	Report recommendations:		Link to BAF / risk:	
	For assurance		BAF1, BAF2, BAF3, BAF5, BAF6, BAF8, BAF9,	
	For decision / approval		Link to risk register:	
	For review / discussion		383, 383, 385, 386, 387, 388, 393, 400, 488, 571	
	For noting	√		
	For information			
	For consent			
Presented to:	N/A			
Executive summary:	<p>At the end of August 2022, the Department of Health and Social Care (DHSC) and NHS England’s (NHSE’s) Joint Investment Committee (JIC) formally confirmed approval of the Strategic Outline Case (SOC) for the reconfiguration of acute hospital services. In line with normal practice, the approval by DHSC and NHSE was given subject to a number of conditions that will need to be addressed as we develop the Outline Business Case (OBC) during the next stage of the Hospitals Transformation Programme (HTP).</p> <p>The programme continues to progress at pace and is targeting submission of an Outline Business Case to NHSE, to start the formal regulatory review process, by the end of April 2023.</p> <p>The Board of Directors is requested to NOTE the content of this paper.</p>			
Appendices	Appendix 1- Hospital Transformation Programme update			
Executive Lead				

1. Introduction

This paper provides an update on progress to date and a forward view on the development of the Hospitals Transformation Programme (HTP), together with the attached presentation referred to as Appendix 1

2. Approval of the Strategic Outline Case

At the end of August 2022, the Department of Health and Social Care (DHSC) and NHS England's (NHSE's) Joint Investment Committee (JIC) formally confirmed approval of the Strategic Outline Case (SOC) for the reconfiguration of acute hospital services. In line with normal practice, the approval by DHSC and NHSE was given subject to a number of conditions that will need to be addressed as we develop the Outline Business Case (OBC) during the next stage of the Hospitals Transformation Programme (HTP).

This represents a major milestone in the development of the programme and is an exciting step forward. It moves us closer to improving the sustainability of our clinical services and to delivering better health outcomes and a better service experience for all of the residents in the communities we serve. Those benefits will result from:

- Enhanced and more effective emergency care delivered through a contemporary Emergency Department and 24/7 enhanced urgent care services (A&E Local Model in Telford), designed to meet the needs of our patients
- Improved planned care delivered through dedicated facilities that operate throughout the year, supporting the needs of our population
- A much better environment for patients, families and staff
- Improved integration of services for local people

As part of our communications and engagement activities, a website page has been developed that provides access to the following documents:

- Summary SOC
- Questions and Answers
- Full SOC

3. Development of the Outline Business Case (OBC)

The HTP has now moved swiftly onto the next stage of the national approval process, including the development of an Outline Business Case (OBC), working to the timeframes set out in the SOC. The Outline Business case is targeted for submission to NHSE by the end of April 2023, to start the formal regulatory review process.

The OBC will explore the proposed changes and options in much greater detail than the SOC (using the same business case structure), particularly the development of the clinical models and the detailed design of new hospital buildings.

Our clinical teams have already started to develop the clinical narrative that will inform the design of the new models of care. As this work continues, we will be seeking the involvement of key stakeholders, staff, our patients and our communities to shape the final output.

4. Communications and engagement activities

Communications and engagement activities have increased following the approval of the SOC, including staff and stakeholder presentations and media statements, as well as responses to Freedom of Information (FOI) requests and media/news requests.

As part of the communications plan, interactive zones are being established on both hospital sites and will be a key mechanism for capturing the views and feedback from all staff, our patients and the wider population. A number of podcasts featuring our senior clinicians and leaders are also being developed and will help to expand engagement activities.

Further briefings and dialogue with all stakeholders are planned, along with wider engagement activities that will provide opportunities for patients, families and residents to get involved in shaping the detailed models of care.

5. Recommendation

The Board of Directors is requested to **NOTE** the content of this paper.



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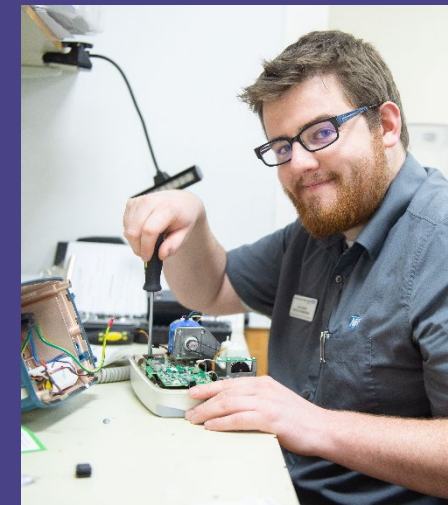


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Hospitals Transformation Programme update

SaTH Board of Directors' meeting

13 October 2022



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A GREAT PLACE
TO WORK

A key part of the bigger picture for our patients and communities

We want all residents in Shropshire, Telford & Wrekin and mid Wales to live healthier, longer lives. We are committed to tackling health inequalities and helping people to stay independent and well

To realise our ambition, we need to transform our current models of care to ensure we can better meet the needs of our current and future population. We have established two principal programmes that will drive the transformation of health and care services for our communities.

The Local Care Programme (transforming services in our local communities)

- Establishing a range of community-based services, closer to home (and in home), whilst also placing greater emphasis on prevention and self-care, helping our population to live healthy and independent lives in their normal place of residence for as long as possible
- This programme will also focus on improving integration across our partner organisations including GPs, community services, community mental health services, adult social care, care homes, home care services and voluntary organisations

The Hospitals Transformation Programme (transforming services across our acute hospital sites)

- Putting in place the core components of the acute service reconfiguration agreed as part of the Future Fit consultation, helping us to address our most pressing clinical challenges, and establish solid and sustainable foundations upon which to make further improvements. Key benefits include:
 - Enhanced emergency care services, with immediate access to medical and surgical specialities, designed to meet the needs of our communities
 - Dedicated planned care services that support the needs of our population
 - A much better environment for patients, families and staff
 - Improved integration of services for local people

Exciting and vital step forward

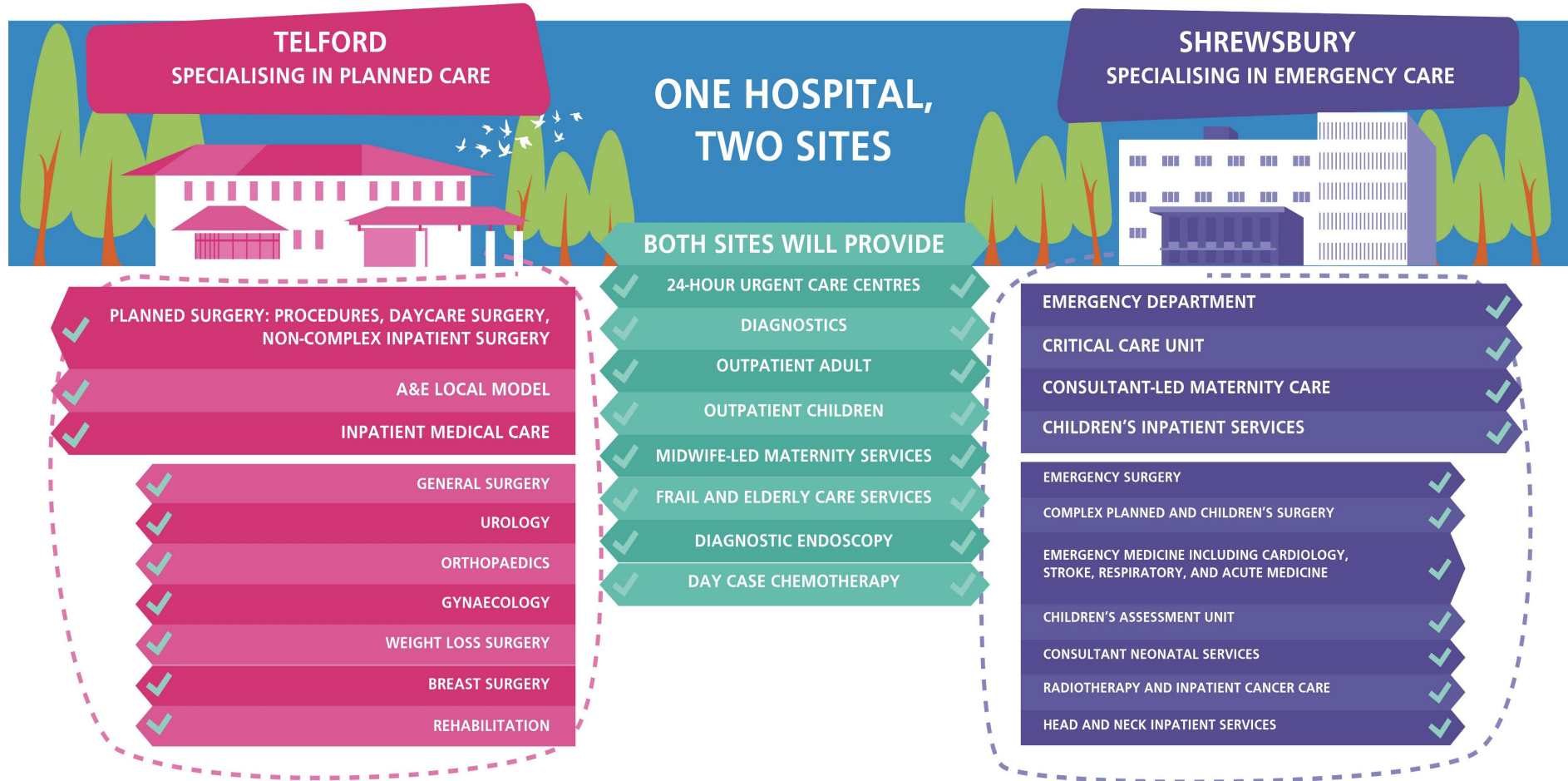
At the end of August 2022, the Hospitals Transformation Programme took a significant and exciting step forward

- The Department of Health and Social Care and NHS England's Joint Investment Committee formally confirmed the approval of the Strategic Outline Case (SOC), subject to a number of conditions
- These conditions will be addressed during the next stage, which involves the development of an Outline Business Case
- This moves us another step closer to delivering better health outcomes and a vastly improved experience for our communities and our staff, while addressing many of our long term challenges
- The SOC explores the most appropriate way to deliver the outputs of the Future Fit consultation that was conducted in 2018, which determined how we should change the configuration of our clinical services:

- **our Telford site specialising in planned care, with planned day case and inpatients attending a hospital dedicated to their care**
- **our Shrewsbury site specialising in emergency care with a modern, purpose-built emergency department**



Agreed service reconfiguration



- The diagram shows the changes to clinical services agreed as part of the Future Fit public consultation and which are described in the associated Decision-Making Business Case (DMBC)
- The SOC explores different options to deliver the changes
- We have published the full and summary version of the SOC, along with a Q&A

Why do we need to change now?

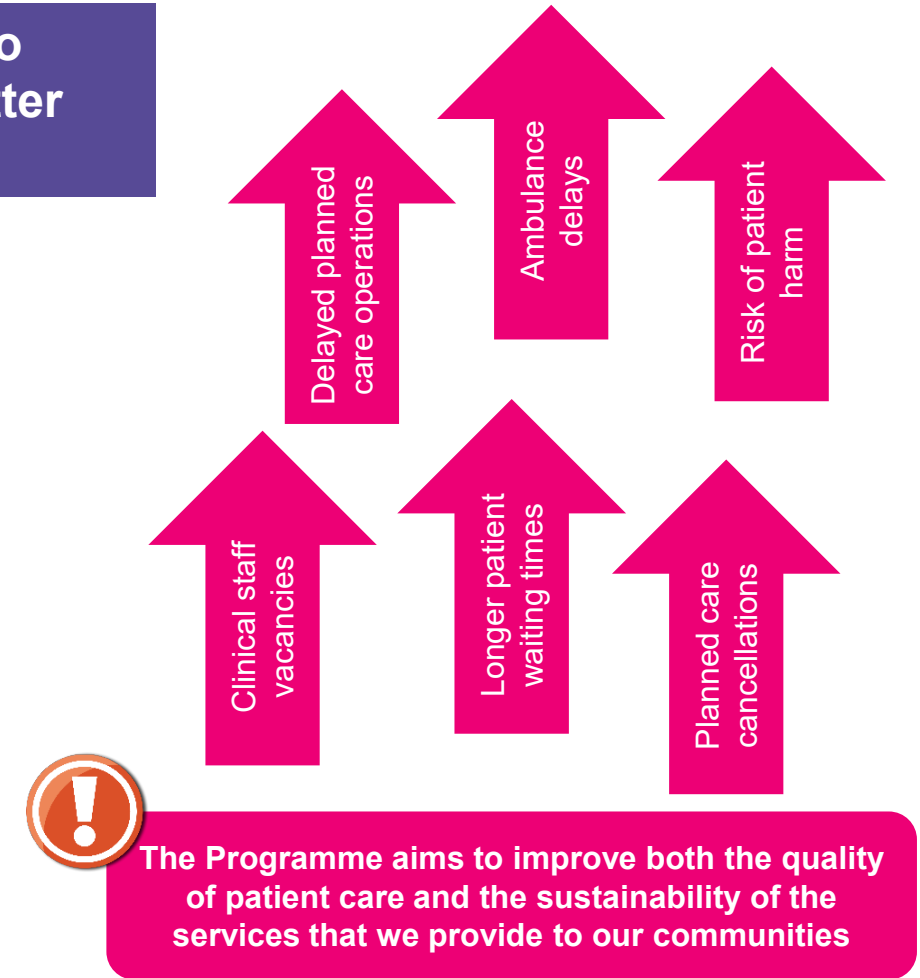


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We face multiple long-running challenges that mean we need to change the way our services are configured so that we can better meet the needs of our population and patients

- We have two inadequately sized emergency departments, split site delivery of key clinical services (including critical care), insufficient physical capacity (particularly affecting planned services) and mixing of planned and unplanned care pathways
- This service configuration means that we can't deliver the high quality of services for our communities that we aspire to, highlighted by increased waiting times and delays, longer ambulance handovers and a poorer patient experience
- The duplication and configuration of services across our sites also makes it much more difficult for us to attract and retain the staff that we need
- The needs of our population are changing and increasing, which will further exacerbate these issues
- Whilst we progress with the service reconfiguration, we will continue to do all that we can to minimise the adverse impact for our population and our patients



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Selecting a preferred way forward

‘Core DMBC requirements’ was selected as the Preferred Way Forward as it was the only option that met all of the investment objectives

- Options were appraised against Critical Success Factors (CSFs) associated with the investment objectives: clinical quality and patient experience; workforce; effectiveness; clinical model; commercial viability; build deliverability; value for money; revenue affordability; and capital affordability
- **‘Core DMBC requirements’ was selected as the Preferred Way Forward** and will involve investing the allocated £312m of capital funding across both hospital sites, so that our clinical service model better meets the needs of patients and communities. This option:
 - **Will put in place the core elements of the service reconfiguration** described in the Future Fit consultation
 - Will help us to address the most pressing clinical challenges, and establish solid and sustainable foundations on which to make further improvements
 - **Will not address all of our wider health system ambitions** and will leave a number of significant challenges, particularly in relation to the standard of patient accommodation at RSH site
- In parallel with the development of this programme, funding has already been sourced and work has started on some of the inter-dependent schemes, including the **development of the elective day case hub at our Telford site**
- We **remain fully committed to the wider health system ambitions** described in the more expansive options assessed in the SOC, and will continue to seek support of key stakeholders to identify additional funding sources to allow those further improvements to be made

Ambitious approval dates are being targeted for the preferred way forward



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June 2023

November 2023

December 2026

Strategic context
Case for change
Options appraisal
Establish the preferred way forward

**Strategic Outline
Case (SOC)**

Affordability of solution further tested
Detailed pathway design
Detailed architectural designs
Procurement and commercial approaches described
Planning permission sought

**Outline Business
Case (OBC)**

Management and deliverability of solution is assessed
Procurement routes established
Contracts signed and the programme transitions into delivery
NHSE / DHSC and Treasury approval

**Full Business Case
(FBC)**

Deliver the preferred way forward described in the OBC/FBC to implement the agreed service reconfiguration and new models of care
Approval of the FBC will support the release of the allocated capital funding so that building work can commence

Implementation

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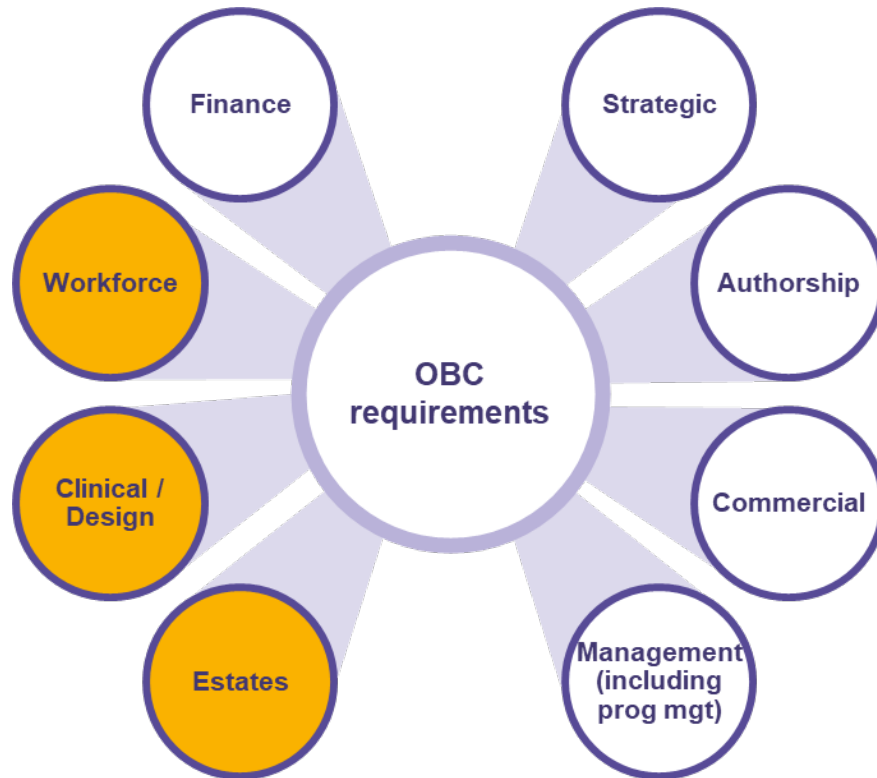
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Developing the Outline Business Case (OBC)

The programme has now progressed to the next stage of the national approval process, including the development of an OBC that will include a more detailed appraisal of the options.



Key areas of focus for the development of the Outline Business Case are shown in the diagram opposite (yellow components have been the primary emphasis of initial work with our clinical teams). The following enabling work packages are also underway:

- Expanding the capacity and capability in our programme team
- Securing external partner support
- Implementing new ways of working
- Strengthening governance arrangements
- Progressing engagement plans that will support the involvement of key stakeholders, staff and our communities in shaping our detailed models of care

This stage of the programme is expected to be completed by the end of June 2023.

These changes are vital for all of our patients, families and communities



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The approval of the SOC allows us to move forward towards the agreed acute service reconfiguration, which will address the most pressing clinical challenges and bring a significant investment into our local health system



Enhanced urgent and emergency care will be delivered through a new contemporary emergency department and 24/7 urgent care services (A&E Local Model in Telford), designed to meet the needs of our communities - immediate access to specialist teams; better patient outcomes; shorter waiting times; faster ambulance handovers



Improved planned care will be delivered through dedicated facilities operating throughout the year, supporting the needs of our population - fewer cancellations and delays; shorter waiting times; better patient experience; seamless integration with our health and social care partners



Developed in a sustainable way and with a step-by-step approach in mind, so that the further scope outlined in the more expansive options can be added later, if additional funding becomes available



We need your ongoing support as we progress through the next steps of the national approval process and as we continue to seek additional funding to address our wider ambitions

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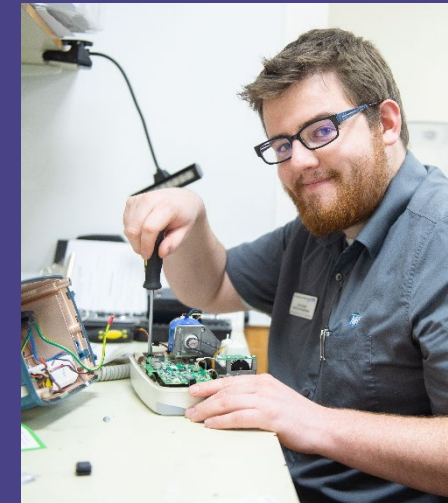


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Questions and feedback



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