

MEETING: Trust Board Meeting – 21 March 2007

TITLE: Strategic Outline Case – Progress Report

SUMMARY:

The papers attached provide the Trust Board with an update on progress with the development of the Strategic Outline Case.

Progress has been steady, although some time has been lost, both through the individual work streams, and the updating of the Estate Strategy. The current programme is now projected to complete in October with approvals. It should be noted that there is a lot of complex work still to complete, but the project team is committed to keeping the process moving forward and trying to recover lost time wherever possible.

Attached to the report is a summary of the discussions held at the Trust Board Seminar in December '06. It is presented as part of the SOC in order to formally record the discussions held and the decisions made on the service plan and the factors considered important for the future development of the Trust.

ACTION: For information

REPORT FROM: Philip Ient

SPONSORED BY: David Sloman

Financial details supplied/checked by:
(Name of finance officer)

Recommendations contained within this paper have been checked for compliance with relevant statute and regulations/directions/policy as follows:

(Relevant law/direction etc.)

(Name)

or

None applicable



**Whittington Hospital NHS Trust
Trust Board**

**Strategic Outline Case
Project Update**

1.0 Background

1.1 In September 2006, the Trust launched a project to produce a Strategic Outline Case (SOC) for investment at the Whittington, in order to finalise the modernisation of the residual Victorian estate and facilities. The project aimed to build on the ongoing programme of service re-design and investment schemes currently underway, as well as the Implementation of Service Strategy report, completed by Finnermore Management Consultants in January 2006. It was this report that provided the Trust with the green light to proceed with the SOC, following approval from the then SHA and Islington PCT.

2.0 The Strategic Case

2.1 The purpose of a Strategic Outline Case is to provide the information that is necessary to enable the assessment (by the Department of Health/NHS London) of proposed capital investments, and determine their priority. To be prioritised, schemes must demonstrate compelling evidence of health service need and deliverability (Department of Health Guidance, 2004). As such, the production of a robust SOC requires involvement across the organisation to ensure the document fully reflects the Whittington's clinical direction and core business objectives. The case must also be clear that the options for development are each affordable, and contribute towards a sustainable financial position for the Trust.

2.2 In order to deliver the project's objectives, a number of structures were established, tasked with producing and signing off the required documentation: A Project Board, Project Team and three Clinical User Groups covering Scheduled Services, Unscheduled Services and Women & Children's Services. These groups have met on a number of occasions, and are the main forum for driving forward the project deliverables.

2.3 The main outputs for the project are thus:

- An agreed service model and defined scope for the final phase of redevelopment;
- Detailed analysis of activity and financial data to support the service model;
- Stakeholder engagement and sign-up to the project's recommendations;
- A clear understanding of the financial impact of the preferred solution and an identified procurement route for achieving it;
- A completed Strategic Outline Case document.

3.0 Progress to date

3.1 The initial programme for completing the SOC envisaged a completion date of June 2006. This has since been revised to November 2006, which recognises the additional time required to achieve effective engagement across the organisation, and with our external stakeholders. Specific areas of achievement to date include the production of a revised service map for the organisation, and sign-up from Islington PCT to the principle of investment, based on the draft proposals.

3.2 Revised Service Map

Drawn from discussions within the three Clinical Groups, the Trust has developed a map of services at the Trust to be delivered in 2016. This includes services as we currently recognise

them, as well as emerging services we hope to provide in the future. The table below summarises the service components; appendix 1 illustrates the map in the context of the patient journey.

Table 1: Summary of Service Map Components

Service Map Component	<i>Urgent Care Centre</i>	<i>Emergency Care Centre</i>	<i>Direct Access Diagnostics</i>
	<i>Assessment & Advice Service</i>	<i>Acute Inpatient Care</i>	<i>Neonates</i>
	<i>Acute Day Care</i>	<i>Training & Education Service</i>	<i>Paediatrics</i>
	<i>Maternity & Women's Services</i>	<i>Non-acute Day Care</i>	<i>Admission Avoidance</i>
	<i>Non-acute Inpatient Care</i>	<i>Community/Primary Care based Assessment & Treatment Services</i>	

3.2.1 A number of small teams are currently developing high-level specifications for each of the components, which will be debated and finalised by the wider User Groups at the end of March 2007. The proposals remain very much in line with the Trust's strategic direction document published in Nov 2004, which sought to place the Whittington at the heart of its community by becoming the local hospital of choice. We will continue to provide a comprehensive range of general acute services, complimented by active collaboration with primary /community based providers to ensure patients receive the appropriate care in the right setting. Areas of growth will include maternity and day treatment services, which is consistent with population demographics and good clinical practice.

3.2.2 The Board recently revisited the strategic direction document, in order to test the currency of the vision it outlined. Appendix 2 contains summary of the discussion.

3.3 PCT sign-up

3.3.1 The Trust presented its proposals for the future hospital at a meeting with senior Islington PCT and Haringey TPCT executives on 07 February 2007. This session outlined our intention to invest in the residual Victorian stock to re-provide the remaining inpatient ward areas, therapy services, services for women's and children's health, and related ancillary services. Both PCTs confirmed their support for the Trust's approach, and we will continue to work closely with commissioners in developing the underlying activity assumptions that will inform the affordability profile for the SOC.

4.0 Programme & Risks

4.1 As noted above, the programme has been revised to extend the service review period in order to develop a model of services which had Trust-wide sign-up. The initial approach adopted to agree the service definitions for each component has been adapted to ensure that appropriate clinical input to the process is received. It is currently anticipated that the specifications will be completed by the end of March 2007, which will enable detailed schedules of accommodation and activity forecasts to be generated for costing. A summary of the project risks as contained in the Project Initiation Document, is provided in the table below.

Table 2: Summary of Project Risks

	Risk	Prob.	Imp.	Score	Mitigating Actions
1	Service content/model cannot be agreed.	2	4	8	Early and continued involvement of clinical teams in the development process should lead to a clearly defined and agreed service model.
2	Support for investment from Stakeholders is not secured.	2	4	8	Continued involvement through the Project Board to ensure stakeholders are fully briefed on the plans. Specific

	Risk	Prob.	Imp.	Score	Mitigating Actions
					sessions held with PBC Leads and PCT executives have evidenced primary care support.
3	There are insufficient internal resources to deliver the project objectives.	3	4	12	Completion of the SOC given priority over smaller business cases. Additional resources in place via the staff bank. Effective organisation is still required to ensure conflicting organisational commitments do not affect delivery of the project objectives.
4	A source of funding for the investment is not identified.	2	4	8	Discussions will be ongoing with NHS London to identify the most suitable procurement route, in accordance with the revised capital regime.
5	Scheme is unaffordable with respect to: <ul style="list-style-type: none"> ▪ Capital ▪ Revenue 	3	5	15	Service model to be closely monitored to ensure the capital and revenue implications are consistent with the Trust's financial plan, and are affordable within the Trust's income plans. A whole Trust approach has been adopted in developing the future service model which should facilitate identification of a solution which is financially sustainable.

Appendix 3 contains the latest version of the project programme.

5.0 Broader development context

- 5.1 Alongside developing its own plans the Trust has taken an active interest in the strategic plans of both Islington Council with respect to the regeneration of Archway Circus, and its university partners UCL and Middlesex. Significant changes are envisaged concerning the reconfiguration of pedestrian and vehicle traffic through Archway Circus, and the potential change of use on the Archway Campus.
- 5.2 Islington Council are mid-way through an extensive consultation process that will eventually deliver some key improvements to the Archway Circus retail complex, by means of a mixed development of commercial and residential accommodation. Improved public transport and pedestrians routes will be of particular benefit to visitors accessing hospital services, and this has been lodged with the council as part of the consultation exercise. The Trust will remain actively engaged as the proposals are drawn up in more detail, to ensure the needs of its patients, staff and visitors are considered.
- 5.3 With regards to the emerging plans of the universities; subsequent to Middlesex being granted a green light to invest on its Hendon site, both organisations are now keen to release the land associated with the Archway campus, whilst maintaining an academic presence at the Whittington. This fits well with the Trust's intentions to continue its role as a considerable provider of teaching and education services. We are currently advised that the universities are exploring the establishment of a special purpose vehicle as a means to progress their strategic plans, and we will work closely with them in developing their detailed proposals for a retained presence at the Whittington.

[SS to insert strategic direction 'scores']

The Board is asked to note the current status of the project.