

AGENDA ITEM 4

APPENDIX B

Health Gateway Review 0: Strategic Assessment (DH444)

Developing Health and Healthcare in Shropshire, Telford and Wrekin

Date of issue to SRO: 20 February 2009
SRO: Jo Chambers and Simon Conolly
Organisation: Shropshire County PCT and Telford and Wrekin PCT

1. Recommendations of the Gateway Review

1. We recommend that a programme initiation document is developed for the programme stating the objectives, scope, timescale, constraints, budget, structure, governance, etc. Note: The programme initiation document should determine the scope and timescale of the whole programme, rather than a single phase of the programme. (By end March).
2. We recommend that the Programme Board membership be extended to include key stakeholders and key disciplines. The membership should, ideally, not exceed twelve persons and, as a minimum should include the SROs, SaTH, SHA and WMAS. Revised terms of reference should be drafted to reflect the role of the new Programme Board. (Agree at March Programme Board and implement in April)
3. We recommend that elements of the programme are specified as projects or activities and that the lines of reporting and accountability are established for each element. Projects should be structured and managed formally. (By end March)
4. We recommend that a suitably experienced or qualified, full time Programme Manager is appointed to:
 - Implement effective risk identification and management in the programme and its constituent projects;
 - Develop a programme plan for the whole programme (ie beyond this phase);
 - Provide confidence to the Programme Board, through the Programme Director, that the programme is running to time, budget and purpose;
 - Develop, at the appropriate time, key programme documents such as a Benefits Realisation Plan and a Post Programme Review;
 - Ensure that appropriate reports on the projects and programme are delivered to the Programme Board in a timely fashion. (Implement recruitment or appointment immediately)
5. We recommend that the communications plan is developed further to identify the desired outcomes for specific stakeholder groups or individuals and to put in place activities designed to deliver those outcomes. (In time for March Programme Board meeting)
6. We recommend that the consultation is based on a longer term solution to the location of acute hospital services (probably a single site) and that the current 2012/13 options are consulted upon, to the extent required by law, as interim stages in the delivery of a long term solution. (By End April)

The next Health Gateway Review is expected in August, prior to any consultation process commencing but after the current phase is completed.

2. Outline Action Plan

Recommendation 1 (Programme Initiation Document)

Key Activity	Responsibility	By when
Confirm Project Leads Phase 3	Project Director/SROs	25th February
Define scope of programme and projects for whole programme	Project Director/SROs	20 th March
Agree overall programme timetable, constraints and projects and agree with project leads and West Midlands SHA	Project Director	20 th March
Review Governance arrangements and discuss with West Midlands SHA	SROs	20 th March
Prepare draft programme initiation document	Project Director	31 st March
Agree timetable for development of overall detailed programme plan to be prepared by Programme Manager	SROs	31 st March
Review draft programme initiation document	Programme Board members and project leads	10 th April
Final programme initiation document to Programme Board	Project Director	22 nd April

Recommendation 2 (Programme Board)

Key Activity	Responsibility	By when
Review Programme Terms of Reference	SROs	To Programme Board 25 th March

Recommendation 3 (Project Plans)

Key Activity	Responsibility	By when
Project leads to develop detailed project plans with activities, reporting and accountability arrangements for Phase 3	Project leads	9 th March
Project leads to review risk identification (Phase 3) and how risk will be managed	Project Leads	9 th March
Phase 3 project plans reviewed	Project Director/SROs	16 th March
Phase 3 Updated Programme of Work to Programme Board	Project Director	25 th March
Agree timetable for development of detailed project plans within overall programme under coordination of Programme Manager	SROs	31 st March

Recommendation 4 (Programme Management)

Key Activity	Responsibility	By when
Agree Interim support Phase 3 until Programme Manager in post (proposals approved at 28.01.09 Programme Board and reviewed at 25.02.09 Programme Board)	Project Director/SROs	27 th February
Agree funding for Programme Manager	SROs	27 th February
Prepare Job Description for Programme Manager	Project Director	6 th March
Advertise and appoint	SROs	Advertise 13 th March, appoint mid April
Risk management plan to Programme Board as part of Updated Phase 3 Programme of Work	Project Director	25 th March
Continue to provide Programme Board with progress reports in format taken to February Board until Programme Manager reviewed reporting arrangements	Project Director and relevant leads	ongoing
Develop and implement effective risk identification and management in the programme and its constituent projects; Develop a programme plan for the whole programme (ie beyond this phase); Develop, at the appropriate time, key programme documents such as a Benefits Realisation Plan and a Post Programme Review; Review projects and programme monitoring arrangements and implement changes	Programme Manager	Timescale to be finalised when end March

Recommendation 5

Key Activity	Responsibility	By when
Develop communications plan	Communications leads (SCPCT and T&WPCT)	To 25 th March Programme Board
Develop stakeholder management plan	Communications leads (SCPCT and T&WPCT) and SROs	25 th March

Recommendation 6

Key Activity	Responsibility	By when
Agree basis of consultation in light of interim pre-feasibility report and discussions with West Midlands SHA	SROs	End April

3. Proposed Projects and Project Leads, Phase 3

Project	Lead	Key Support
2012/13 Service Plans	Dr Steve Evans	Debbie Vogler – technical and financial support Zena Dalton Project Manager Financial analyst (tba) Richard Brough (Children's)
Single Site Option Appraisal	Debbie Vogler	Zena Dalton Project Manager Sub contract pre feasibility study
Models of Care - 10 sub projects managed through the CLF (further discussions needed to agree remit for each of the sub projects and project management arrangements based on review currently underway)	Dr. Jane Povey Dr. Catherine Woodward	Leads for each of Models of Care Project Manager (tba)
Capacity in Primary Care	Dr. Andy Inglis Dr. Jane Povey	Project Manager (tba) John Snell, Workforce PCT directors for information and estate
Equality and Diversity Impact Study	Julie Thornby Pam Bickley	Sub contract study
Communications and Engagement	Julie Thornby Pam Bickley	Simon Horrocks
Governance and External Assessment	SROs	John MacDonald