

Joint HOSC Work Programme

Reconfiguration of Services at PRH and RSH				Position statement from The Shrewsbury and Telford Hospital NHS Trust, 06 March 2012
	Service / Issue identified	Information to be monitored	Evidence from	
1	Paediatric Services			
1.1	Safety and outcomes for children with trauma presenting at RSH out of hours when there is no in house paediatric support other than an on call team	Details of clinical pathway and role of WMAS	SaTH WMAS	<p>The paediatric clinical care pathways developed during the consultation and assurance phase of the programme have been reviewed. The pathways reflect the availability of paediatric staff for the majority of the time when children are accessing the service due to the co-location of the Paediatric Assessment Unit (PAU). Staff will be in the PAU from 09.00 to 22.00 and will support their A&E colleagues if required. Out of hours, the on-call Paediatrician for RSH will be called in to support the trauma team if required.</p> <p>The Paediatric Triage and Transport Group (chaired by Dr Frank Hinde) continues to meet. This group includes Trust staff (including the new trained Advanced Paediatric Nurse Practitioner), Shropdoc and both West Midlands Ambulance Service (WMAS) and the Welsh Ambulance Service (WAS).</p> <p>The group has developed the process and draft guidelines for the safe transfer of patients both within county and out of the county; the triage pathway for patients being brought in by their parents/carers, patients referred urgently by their GP and those being brought in by ambulance; and also the principles for time limited transfers. This work is now being widely shared for comment and sign-off.</p> <p>The workforce requirements, including training, submitted as part of the Outline Business Case have also been reviewed and will be included in the Full Business Case.</p>
1.2	Provision of the PAU at RSH is based on clinical need	Evidence of clinical need for paediatric services	SaTH PCTs*	<p>The service model for the Paediatric Assessment Unit at RSH was agreed by the paediatric consultant and nursing teams and was reflected in the Outline Business Case.</p> <p>The opening times are based on detailed analysis of the times of admissions to the Trust (either via A&E or GPs). This showed that the</p>

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				<p>numbers of children admitted into the Trust during the night are very low, equating to less than 3 children across both sites. Admissions at both sites peak at midday and again at 18.00.</p> <p>The PAU will be staffed for 13 hours per day and it is proposed that it will be open to the public from 09.00 to 21.00. Children likely to require an overnight stay in hospital will be triaged straight to the PRH site.</p> <p>When the PAU at RSH is closed, all ambulances and GP admissions will be routed straight to PRH. In the rare and extreme case of the paramedics transferring a child believing they could not get to the PRH safely (airway obstruction for example), they will adhere to their nearest hospital protocol (the Trust and WMAS will work together to review all supporting protocols, policies and operational guides prior to the implementation of these changes).</p> <p>The Trust has recruited one trained Advanced Paediatric Nurse Practitioner and is currently recruiting a second. In addition, there are two nurses currently being trained.</p> <p>The Royal College of Paediatrics and Child Health (RCPCH) who visited the Trust in May last year were involved in the discussions around the future service model, including the delivery of the Paediatric Assessment Units (PAU) and the workforce requirements. They support the view of having a 13 hour PAU at the RSH site; the development of Paediatric Advanced Nurse Practitioners; and a Short Stay PAU (SSPAU) open 24 hours alongside the inpatient unit at the PRH site.</p>
1.3	Additional travel time to PRH for some children transported by car and ambulance	Mitigation of risks and role of WMAS in reducing response and transport times	SaTH WMAS	<p>This issue will continue to be addressed through the working groups described above as the Trust moves forward with the implementation of change. The parents and public focus groups are helping the Trust understand what would help them when they are bringing a child to the hospitals in an emergency. This includes dedicated drop-off/short stay parking, being able to call ahead and discuss their needs with a clinician and clear routes into the relevant department.</p> <p>In terms of ambulance transfer times the Transfers and Transport</p>

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				<p>Group, chaired by Adam Cairns and comprising WMAS and WAS representatives, PCT and GP Commissioners, local Councillors and Trust representatives continues to meet. The cross-border agreement between WMAS and WAS has been formally in place since December 2011 and is reported to be working well. This means the nearest ambulance will respond to a patient, irrespective of which side of the border they are on. Both WMAS and WAS continue to work through their skill-mix changes and develop the role and coverage of Community First Responders.</p> <p>In addition, clinicians within the Trust are working to reduce the impact of additional journey times by improving the system and processes when patients come in through the door, for example reducing the 'door to needle time' from 60 to 45 minutes for children with cancer who urgently need intravenous antibiotics.</p> <p>The work undertaken to understand and improve the emergency transfer needs will form part of the Trust's Travel and Transport Plan. This plan will also describe the non-urgent travel and transport needs patients, carers and the public have in accessing the Trust's services. Patients and the public are currently invited to take part in a Travel and Transport Survey until 28 March 2011 which can be accessed via the Trust's reconfiguration web pages www.sath.nhs.uk/future. We propose to present the draft Travel and Transport Plan to the JHOSC in July/August 2012.</p>
1.4	Development of clinical pathways and mitigation of risks when transferring children between hospital sites	Reassurance from the WMAS that they are able to reach, stabilise and transport children safely	WMAS	<p>The Paediatric Triage and Transport Group has developed the process and draft guidelines for the safe transfer of patients between hospital sites. These guidelines are being shared widely for comment prior to sign off by the Clinical Working Group.</p> <p>The detail will be included in the Reconfiguration Travel and Transport Plan.</p>
1.5	Paediatric staff work together to make proposals workable	Evidence of clinical engagement	SaTH	There have been numerous formal and informal meetings with paediatric staff since the approval of the Outline Business Case in

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				<p>September 2011. These meetings have focussed on the design and lay-out of the paediatric departments at both RSH and PRH.</p> <p>Paediatric staff are also involved in the Clinical Working Groups for Women and Children's as well as actively participating in the Head and Neck and Surgery Clinical Working Group meetings and discussions. This has included reviewing the proposed care pathways across all areas, discussing workforce and training requirements and identifying implementation needs.</p>
1.6	Capacity of neonatal service to provide, where possible, services for premature babies in County	Service planning and commissioning intentions	SaTH PCTs *	<p>Clarity was sought from the West Midlands Specialised Commissioning Team on the designation level of neonatal units for the Outline Business Case. They confirmed that there are no plans at this stage to alter the current designations across the West Midlands.</p> <p>The capacity assumptions for the neonatal unit are such that the number of 'cots' will remain the same within the Full Business Case as detailed within the Outline Business Case. We are considering a proposal for the addition of an isolation cot.</p> <p>Representatives of the West Midlands Neonatal Network have welcomed the clinicians' aspirations to increase their joint working with Wolverhampton following the reconfiguration with joint training and developments and potentially shared consultant posts in the future.</p>
1.7	Development of paediatric oncology service at PRH with facilities at same standard or better than rainbow unit	Service design, estate and facilities	SaTH	<p>The clinicians delivering the current oncology service have been extensively involved in the discussions and meetings about the requirements for the relocated service. This has included the need to have access to high dependency beds, access to a garden from all rooms and the ability to isolate outpatient services for oncology patients away from general children's outpatients. This will be described in the Full Business Case.</p> <p>We have held and are continuing to hold regular focus groups with patients, parents and families of the Rainbow Unit to involve them in the planning of the new unit.</p>

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				<p>As part of these focus groups, we have listened and responded to ideas and concerns, for example about the outside play areas, clinical spaces and facilities. We have also held a focus group specifically to explore issues, ideas and concerns around transport and access. We have set up a task group which will meet in April 2012 to decide on an appropriate legacy for the Rainbow Unit.</p> <p>We also invited patients/ former patients and their siblings to take part in a home-based activity to come up with ideas on the look and feel of the interior and exterior of the new unit. We have received some great feedback from this activity and these are currently displayed on the ward for people to see. Ideas from this will be incorporated in the next phase of the plans.</p> <p>The ongoing communications and engagement is described within the Full Business Case.</p>
1.8	Those involved in fundraising for the rainbow unit to be invited to be involved in the design of the new paediatric oncology unit	Evidence of patient / public engagement and feedback on how this has influenced service design	SaTH	<p>All parents, families and fundraisers of the Rainbow Unit have been invited to attend our focus groups. We have listened to their feedback around the new unit and their ideas and suggestions have been reflected in the design. This includes providing larger parents and families' accommodation, better facilities for parents and families, being able to access the outside space from families' facilities, having a day case area and single bedrooms, a cooker in the kitchen and a dedicated drop-off parking area for parents arriving in an emergency. The last meeting was held on 20th February, which was chaired by our Chief Executive. At that meeting it was agreed that we would establish a task group focusing on the legacy of the Rainbow Unit. This will look at the future use of the unit and also about providing a lasting legacy, such as piece of artwork. We are currently asking for volunteers to be a part of this, including anyone who was involved in the fundraising for the existing unit.</p>
1.9	Further work with Commissioners to develop hospital at home service for children to avoid unnecessary hospital admissions	Commissioning intentions of PCTs and joint work with Community Trust	SaTH PCTs* Community Trust	<p>The Trust remains keen to progress with the development of robust out of hospital care services for children. An initial discussion with Trust and Community Trust clinicians and local PCT commissioners is due to be held this month.</p>

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1.10	Evidence of work force planning and availability to support the proposals	Details of national guidance for work force planning mapped against demand / need and commissioning intentions	SaTH PCTs*	<p>The workforce plan submitted with the Outline Business Case has been reviewed, updated and amended. A revised plan will be submitted with the Full Business Case.</p> <p>We have continued to use the Trust's strategic workforce planning methodology, which is based on the Skills for Health 6 Steps model. Planning of the workforce has been done based on future clinical service models. A firm of external consultants have been working through the medical workforce issues with Head and Neck to develop a jointly owned and workable future plan. The nursing workforce numbers have been formulated taking Royal College of Nursing standards into account, using the Trust's agreed skill mix templates.</p> <p>The Full Business Case will be shared with the staff side at the TNCC (Trust negotiating and Consultative Committee – the formal committee for engaging with Staff Side Representatives) on 21 March 2012. From that point work will commence jointly with staff side to develop the implementation programme and its associated consultation mechanism. Representatives from the TNCC have been part of the programme and the development of the Full Business Case and will continue to be closely involved in the implementation phase.</p> <p>The workforce section of the Full Business Case includes a detailed section on the Transformational Change Programme which will enable the Trust to implement the necessary workforce changes.</p>
2	Maternity Services			
2.1	Development of clinical pathways to mitigate risks for mothers who will have to travel further to services at PRH	Engagement, support and training with obstetrics team, community midwives, GPs and WMAS	SaTH GPs WMAS	<p>The Women and Children's Clinical Working Group has met and reviewed all pathways developed and submitted as part of the Outline Business Case. These pathways were used as the basis for planning the workforce requirements for both the Outline Business Case and the Full Business Case and will now be used to plan the implementation of change. This will include the enhancement of the skills and techniques currently used by clinicians delivering services to the rural population rather than a major re-training programme.</p> <p>'Skills Drills' currently used within the maternity service for the</p>

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				<p>resuscitation of babies in the Midwifery-Led Units (MLUs) will be broadened to include a Skills Drill for the risk assessment, process and practice of transferring a woman in labour from the MLUs to the Consultant Unit to accommodate additional (or less) time needed for travel. This will include close liaison and working with both ambulance Trusts to ensure their involvement and amendment to their ways of working, if required.</p> <p>The Trust continues to have discussions and with commissioners and providers regarding plans for the reconfiguration and development of services (which includes maternity and neonatology) across Shropshire, Telford and Wrekin and mid and north Wales. One of the aims of this Strategic Forum is to ensure that plans, as far as possible, are aligned and take account of organisational changes across boundaries and the impact this may have on the rural populations of Shropshire and Wales (please also see Public Engagement section below).</p>
2.2	Further work with GPs and midwives to assess those considered at risk and action taken to ensure the safety of mothers and their unborn children.	Engagement, support and training with obstetrics team, community midwives, GPs and WMAS	SaTH GPs WMAS	<p>Women accessing maternity services in the county and in Powys are currently assessed to determine their level of risk. This assessment determines their pathway of care. These pathways were reviewed and amended earlier in the programme to reflect the new models of care and the future location of the consultant obstetric unit and neonatology services.</p> <p>The policies and processes that are currently in place to assess a woman's level of risk are being reviewed to ensure clinical risks are appropriately assessed and managed in the future. This includes the introduction of the Skills Drill described above.</p> <p>Irrespective of the plans to reconfigure maternity services, a training programme for all midwives in the stabilisation and transfer of newborn babies has been developed and is underway.</p> <p>An update of the training and support of GPs and midwives will be presented to the HOSC in the summer of 2012.</p>

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2.3	Continued engagement of the WMAS in the development of clinical pathways	Improved response times and details for routes to PRH from rural areas	WMAS	
2.4	Potential loss of midwives who do not want to move to PRH	Ongoing engagement with staff and work force planning	SaTH	<p>The issue of a potential loss of midwives who do not want to move to the PRH will be dealt with as part of staff engagement within the management of change process.</p> <p>All midwives currently rotate around the units provided by the Trust and so a loss of midwives due to moving the consultant-led service to PRH is not envisaged.</p> <p>An update will be provided as part of the presentation described above in the summer of 2012.</p>
3	Acute Surgery			
3.1	Provision of AAA screening	Implementation timescales	SaTH	<p>The provision of AAA screening will commence in April 2012. Mr Tim Sykes (Vascular Surgeon) is the Clinical Lead for the AAA Screening programme and will present progress to the Joint HOSC, along with Dr Catherine Woodward (Director of Public Health) and Chair of the AAA Screening Programme Steering Group on 15 March 2012.</p>
3.2	Maintaining existing services in the County and SaTH becoming a Centre of Excellence	Joint HOSC to be informed of any changes to services prior to implementation	SaTH	<p>Discussions on the implementation time frames for surgery and other challenged services continue. During the consultation and assurance phase of the programme the need to consolidate inpatient surgery as soon as practically possible, and ahead of 2014, was widely discussed. Following discussion at the Hospital Executive Committee in both January and February and the Trust Board in February, the Centre for Surgery are beginning to plan the consolidation of the inpatient surgical service (excluding gynaecology; head and neck; and breast surgery) at RSH in July 2012, ahead of the new intake of junior medical staff in August. This will be discussed further in the presentation by the Chief Executive on 15 March 2012.</p>
3.3	Wider changes in NHS e.g. changes in commissioning resulting in services	Implications of Health and Social	SaTH PCTs*	<p>The Future Configuration of Hospital Services proposals have been developed through engagement with GPs and commissioners, and to</p>

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	going out of County	Care Bill		<p>address the reconfiguration principles set out by NHS Telford & Wrekin and Shropshire County PCT which included keeping two vibrant, well balanced, successful hospitals in the county with access to acute surgery from both sites.</p> <p>One of the key drivers for making these changes has been to reduce the risk of further services leaving the county and the Trust looks forward to continued support from Health Overview and Scrutiny Committees to maintain safe, sustainable local services for people in Shropshire and Telford & Wrekin.</p> <p>We continue to engage with the GP Commissioners in Shropshire and Telford and Wrekin and they remain members of key groups within the reconfiguration programme (Clinical Assurance Group; Transport and Transfers Group).</p>
3.4	Service changes not meeting planned timescales putting patients at risk and impacting on the project as a whole	Update on target and milestones to achieve implementation Risk management	SaTH	<p>The management of risk continues within the operational surgical services according to the Trust's policies. The Trust's Risk Management Group meets monthly where the issues are discussed and actions agreed. The Future Configuration of Hospital Services programme has a robust risk management system in place. The programme's Steering Group (chaired by the Chief executive) meets monthly weeks where risks and issues are discussed and action agreed.</p> <p>The key milestones and timescales for actual service change will be reflected in the detailed implementation plan as part of the Full Business Case.</p>
3.5	Detailed workforce planning	Workforce planning against demand / need and national recommended guidelines	SaTH	As described above, detailed workforce planning has been carried out and will be reflected in the workforce section of the Full Business Case.
3.6	Patients who cannot be stabilised and transferred to be operated on at PRH	To be included in development of clinical pathways	SaTH	The Clinical Working Group for Surgery is continuing to meet and has reviewed the surgical care pathways. It has been reconfirmed that patients admitted to the PRH who cannot be stabilised and transferred

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				to the RSH for their operation will have their operation at PRH. Day case surgery; inpatient breast, gynaecology and head and neck surgery; and paediatric surgery will all take place at PRH thus maintaining a strong and robust surgical presence in Telford.
4	Stroke Services / Urology			
4.1	Provision of thrombolysis on both sites	Implementation timescales	SaTH	<p>Thrombolysis continues to be available at both sites 24 hours a day, seven days a week.</p> <p>With the service now running 24/7 across both sites and with the support of the Network Thrombolysis Rota we have increased the number of patients receiving thrombolysis from 23 (4% of patients) in 2010-2011 to 61 (almost 8% YTD) 2011-2012.</p> <p>From October 2011, the Trust has had a Network Thrombolysis Rota network in place to support the local delivery and long term sustainability of this service. Telemedicine carts will be installed within the thrombolysis rooms at RSH and PRH which will enable a clinical network of consultants (from SaTH; University Hospital North Staffordshire; and Burton Hospital) to actually see and examine the patient remotely.</p> <p>It is anticipated that the date for Telemedicine going live will be June 2012. This has been revised to reflect the delays that were experienced in final procurement processes. We will be celebrating the 100th patient to receive Thrombolysis at the same time as the launch.</p> <p>Dr Rob Campbell is the networks clinical lead for this work. This will also be the Trust's first tele health care project being supported by Mr Mark Prescott and Dr Darren Warner Tele Health Care Lead.</p>
4.2	Evaluation of current provision against the National Stroke Strategy with indication from SaTH and Commissioners on how gaps will be met	Update report on issues identified	SaTH PCTs*	The health economy wide Stroke Strategy Group meets regularly to discuss and agree delivery of the stroke strategy locally. This group involves all stakeholders and includes: clinicians and stroke leads from primary, secondary care and the Community Trust; commissioners; and representatives from the Heart and Stroke network. An action plan is in place to address identified gaps and progress against this plan is

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				<p>monitored at each meeting. The group also assesses progress against the recommendations of the West Midlands Quality Review.</p> <p>Performance is good against the key stroke targets within the Trust: % of patients spending 90% of time on a stroke unit – target 80%: Jan = 83.5%, YTD = 87.5% % of patients having a swallow screen within 24 hours of admission – target 70%: Jan = 91.1%, YTD = 85% % of patients with high risk TIA scanned and treated within 24 hours – target 60%: Jan = 93.75%, YTD = 89.4%</p> <p>Dr Suzy Thompson is the new Clinical Lead for Stroke and Care of the Elderly who will be working with Dr Campbell to develop services. Dr Meena Srinivasan is now based at Telford to particularly focus on Stroke services at PRH.</p> <p>The specific areas or gaps within the service they are currently being discussed within the Stroke Strategy Group are:</p> <ul style="list-style-type: none"> • Psychological support – this is provided in 3 levels. We are meeting the requirements for Level 1, “assessing sub-threshold problems, common to many or most people with stroke”. A business case is to be put together to meet the requirements for Level 2 and 3, to provide a Clinical Psychologist as part of the Stroke team. A focus group for patient and public involvement is also being set-up. The Occupational Therapists are designing a flowchart to be incorporated in the Stroke Care Pathway to identify which patients would benefit from which assessments. A Stroke Patient and Carer group is being set up which is hoped will extend into a “befriending” service. • Early Supported Discharge – this service has been extended and is awaiting a long term commissioning decision • Stroke therapy assessment is now available at the weekend, with access to stroke therapy specialist provision under discussion within the Medicine Centre with Dr John Jones • TIA service at weekends (this service is currently provided 5 days a week). We have undertaken a demand and capacity review looking

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				to provide this later this year with ongoing support from the Heart & Stroke Network, TIA Leads meeting, and inter-departmental working.
4.3	Provision of coronary angioplasty procedures	Implementation timescales	SaTH	The provision of coronary angioplasty remains a longer term aspiration of the Trust. A further update will be given in the summer of 2012.
5	Public & Staff Engagement			
5.1	Further discussions with patients, public and parents to listen to them and discuss their concerns and give further reassurance	Communication and Engagement strategy Feedback from public engagement and how this has informed service development	SaTH	<p>Throughout autumn/ winter 2011, senior clinicians and lead executives went back out to various community groups and council meetings that were visited as part of the Keeping It In The County consultation across Shropshire, Telford and Wrekin and mid Wales. This was primarily to ask people to share their ideas and concerns and to ask for their help in shaping the future of women's, children's, head and neck and surgical services.</p> <p>From March 2012 onwards, senior clinicians and lead executives have begun to go back out to these communities again. This will continue throughout 2012.</p> <p>The Trust has established four focus groups for the following areas:</p> <ul style="list-style-type: none"> • Surgical services • Children's services • Children's cancer and haematology services • Women's services (including gynaecology and maternity) <p>These groups have had several meetings and have provided some valuable feedback - the notes and presentations are available on our website www.sath.nhs.uk/future</p> <p>Since summer 2011, we have produced quarterly issues of our special newsletter 'Looking to the Future'. Included in these newsletters are updates on the latest plans, frequently asked questions, feedback from the focus groups, myth busters, interviews with clinicians, case studies and information about upcoming events and how people can get involved. These have been sent to all our hospital members, distributed around our hospital sites and sent to all GP practices for patients and public to pick up. They are also published on our website. We have also</p>

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				<p>published three special issues of the newsletter which have focussed on the initial designs for the new women and children's unit, women's services and children's services. These have been distributed around our hospitals, are handed out at events and meetings and are available on our website. Our next issue of Looking to the Future will be incorporated as part of the Trust's wider newsletter 'A Healthier Future' which will be published in April 2012.</p> <p>The Trust has set up dedicated web pages – www.sath.nhs.uk/future - which are regularly updated to include the latest news, FAQs, blogs and events. We also invite comments and suggestions from public and patients via our email address future@sath.nhs.uk</p> <p>We have also taken out advertisements in the free local newspapers across Shropshire, Telford & Wrekin and mid Wales in October 2011 and January 2012 to explain the changes that are planned to our hospital services and what it will mean to patients and the public. The adverts also included myth busters, upcoming events and information about how people can get more involved. The next advert will appear in April 2012 and will include an update on the latest news across the Trust.</p> <p>The ongoing communication and engagement will be detailed in the Full Business Case.</p>
5.2	SaTH does all it can to alleviate the concerns of those who have been opposed to the proposals	Communication and Engagement strategy Feedback from public engagement	SaTH	<p>Meetings and correspondence with local MPs, journalists and individuals who have been opposed to the proposals have continued into this phase of the programme. They have also been involved in the meetings listed above and as part of our focus groups. We are also responding to people's concerns via email and through Freedom of Information requests.</p> <p>The Trust is committed to working closely with patients and with parents and families of young children, who have very specific health needs, to alleviate their concerns and to ensure that clear pathways are in place. Similarly, the Trust is working closely with members of staff who also have raised their concerns.</p>

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5.3	Address concerns of Welsh colleagues who will be affected by the changes	Feedback from WAS, Powys Health Board and Welsh Assembly	SaTH	<p>As detailed above, senior clinicians and members of the executive team revisited communities across mid Wales in autumn/ winter 2011 to talk to them, listen to their views about the proposed changes and encourage people to get more involved. The Trust has started to go back out to these communities, including town council meetings and health information events. We are also arranging to visit mother and baby groups across mid Wales in the spring.</p> <p>The Welsh Ambulance Service and Councillors from Powys are represented at the Trust's Transfers and Transport Group and have been working closely with WMAS on cross border working and solutions to covering such a large rural area. WAS are also members of the Strategic Forum along with representatives from the Trust, local PCTs, WMAS, Powys Local Health Board and Betsi Cadwaladr Teaching Health Board. The focus of this group is to share plans for reconfiguration and development of services across Powys, North Wales and Shropshire, Telford and Wrekin. The group met again in November 2011 where an update was given on the emerging work in North Wales for changes to acute services (in particular for surgery; maternity; neonatology; and paediatrics). Trust officers are in contact with colleagues in North Wales to share pathways and learning. All organisations have committed to continue to share proposals and plans as they develop.</p>
5.4	Public are kept informed and patients informed of the implications for changes before they take place	Communication and Engagement strategy Feedback from public engagement	SaTH LINKS	<p>The Communication and Engagement Strategy continues to be implemented. The strategy describes a variety of regular communication, including: community meetings; 'Looking to the Future' newsletter; articles in the local media; interviews on local radio; and the website.</p> <p>As the plans and timings for implementation get nearer, a large scale communication campaign will be launched to ensure that all patients and public know what is happening, when and where and what this means to them if they access the Trust's services. This will include posters, door-to-door mailings, articles in the local press, TV and radio and targeted advertising.</p>

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				The detailed plans for implementing the changes will be presented to the HOSC in the summer of 2012.
6	Workforce planning			
6.1	Planning to ensure that once the process of transferring services begins patient safety is not compromised	Capacity planning and risk management for implementation	SaTH	<p>Workforce planning is key to the reconfiguration programme and much detailed work has been undertaken to understand the staff affected, the management of change process and to link this to the emerging implementation plans. This will be described in detail in the Full Business Case.</p> <p>Each Centre has undertaken a Quality Impact Assessment on the proposed changes and what this means for patients and the services they receive. The Quality Impact Assessments will also be included in the appendices of the Full Business Case, as will the programme risk registers.</p>
6.2	Recruitment and training of paramedics by WMAS to support transport between sites	Details of recruitment and training of paramedics	WMAS	
6.3	New Issue: Report in press of reduction in staff numbers to make savings	Linking workforce planning with budget and savings targets	SaTH	<p>The issues of bed reductions and any associated staffing reductions are separate from the FCHS programme. However of necessity the bed reduction programme does impact on some of the services affected by the FCHS programme, and is referenced within the workforce planning section of the Full Business Case.</p> <p>As the reconfiguration progresses, workforce plans will be kept under review within the context of the Trusts wider financial and workforce plans.</p> <p>As part of the Outline Business Case, a wider bed capacity modelling exercise was completed. This takes into account the efficiencies that can be made when we work differently. It also considers the longer term demographic changes within Shropshire and Telford and Wrekin and the impact these will have on the future shape of hospital services. This work is also incorporated into the Full Business Case.</p>

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7	Finance and Estates			
7.1	Robust plans for all aspects of financial planning to ensure financial sustainability	Confirmation of loans to finance reconfiguration Details of costs to implement reconfiguration Details of ongoing running costs for reconfigured services Commissioning intentions of PCTs	SaTH PCTs*	<p>A detailed costing schedule of the preferred capital options at both RSH and PRH has been supplied our contractors, Balfour Beatty, and validated by our external cost advisors. This will continue to be updated as the market testing for the works at PRH undertaken by the Trust's construction partner continues to define their supply chain costs. The final capital costings will be included in the Full Business Case.</p> <p>The revenue implications of the service changes, the non-service led revenue impact and the revenue and capital spend profiles are also being finalised.</p> <p>This work will be detailed within the financial case within the Full Business Case.</p>
7.2	Additional cost of transfer between sites is taken into account	Cost of transfer arrangement for SaTH Cost of increased travel times for WMAS and implications for cost to commissioners	SaTH WMAS PCTs*	<p>Analysis by WMAS on the current activity flows and the impact the proposed changes has been completed. WMAS report an immaterial impact.</p> <p>Both WMAS and PCT Commissioners are members of the Transfers and Transport Group.</p> <p>More detail on the Trust's plans for inter-site travel will form part of the Trust's Reconfiguration Travel and Transport Plan in the summer of 2012.</p>
7.3	Adequate parking at both sites	Plans for parking facilities	SaTH	<p>Specialist transport advisors have analysed the quantum of journeys by patients, staff and visitors. This work has provided a view of the need to provide car parking spaces alongside the need to further develop alternative travel options. This will be included with the Travel and Transport Plan. The provision of extra car park spaces at PRH is reflected within the Outline Business Case and initial feedback from the planning authority will require the Trust to include a number of transport and travel mitigation targets that will influence the final number of spaces that should and can be provided. Therefore when the planning consent is made the final number will be identified although the Trust has identified an aspirational target of an additional 200 spaces.</p>

	Reconfiguration of Services at PRH and RSH			Position statement from The Shrewsbury and Telford Hospital NHS Trust, 06 March 2012
8	Transport			
8.1	Good transport to both sites	Feedback from discussions with Local Authorities and transport providers	SaTH	Discussions with local authorities has highlighted the pressures on public transport provision but has also focussed the attention of the transport planners to explore opportunities that arise from a joint working approach i.e. volumes of those travelling may support new routes or enhance existing routes. In addition, a travel and transport survey is underway (to conclude at the end of March) to determine people's experiences, views and ideas on the current and future travel and transport options for the future. The output of this work will be included within the Travel and Transport Plan and presented to the HOSC in the summer of 2012.
8.2	Arrangements are made so staff, patients and visitors can move between sites as soon as services are relocated	Timescales for implementation	SaTH	The Travel and Transport Plan will include the options and arrangements for cross site transport and will be presented to the HOSC in the summer of 2012.
9	Implementation			
9.1	Joint HOSC request details of any changes prior to implementation	Update to Joint HOSC meetings	SaTH	The Trust proposes to provide an update to the HOSC in May 2012.

*PCT indicated the Commissioning body and includes the developing GP Commissioning arrangements