## Future of Acute Hospital Services Worcestershire (FoAHSW) programme

### Agenda item 12

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<th>Date</th>
<th>22 July 2014</th>
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| Recommendation | 1. **It is recommended that the Health and Well-being Board:**  
  (a) Consider the Pre-Consultation Business Case for the FoAHSW programme;  
  (b) Review the proposed approach to public consultation;  
  (c) Support the initiation of public consultation on the Reconfiguration Proposal commencing in September 2014. |

### Background

2. The acute service reconfiguration began in January 2012 with the Joint Services Review (JSR) of Acute Services in Worcestershire. This clinically led review hoped to identify a blueprint for developing a stronger health economy, equipped to provide quality health services for the people of Worcestershire and able to withstand the financial pressures placed upon NHS organisations.

3. Between January 2012 and March 2013 the JSR undertook detailed consultation and engagement with both the public and clinical experts from across the health economy.

4. The JSR developed thirteen reconfiguration models which were evaluated according to a range of financial and non-financial criteria. Four models received high scores from this evaluation process in September 2012.

5. The JSR models were considered by the Worcestershire Clinical Senate in February 2013. The Clinical Senate made three recommendations aimed at providing safe and clinically sustainable services for the people of Worcestershire:
   - Consolidation of inpatient paediatric services at the
Worcestershire Royal Hospital site with local access to Paediatric Assessment Unit services at both the Worcestershire Royal and Alexandra Hospital Sites;

- Consolidation of Consultant Obstetric Services at the Worcestershire Royal Hospital site with midwifery services provided in the Redditch locality;

- Centralisation of Major Emergency Services at the Worcestershire Royal Hospital site with a networked Local Emergency Unit at the Alexandra Hospital site.

6. The JSR was closed in March 2013 and two options for the development of the reconfiguration proposals were handed to the three Worcestershire CCGs. Under Option 1, Worcestershire Acute Hospitals NHS Trust would continue to operate services on all three hospital sites while, under Option 2, a similar model of care would be developed but services at the Alexandra Hospital in Redditch would be run by another provider or providers.

7. Following the introduction of Clinical Commissioning Groups (CCGs) in April 2013, the Acute Trust and CCGs reaffirmed their commitment to the acute service reconfiguration. However, significant public opposition to the proposals - in particular to the changes in service provision at the Alexandra Hospital - arose following the publication of the JSR’s two suggested options.

8. Supported by NHS England, the three Worcestershire CCGs, Acute Trust, and the NHS Trust Development Authority agreed to develop a new reconfiguration programme. As a result the Future of Acute Hospital Services in Worcestershire (FoAHSW) programme was established in September 2013. The programme’s aim was to conclude the development of the Reconfiguration Proposal(s) and to undertake the public consultation.

9. In November 2013, the FoAHSW programme commissioned an Independent Clinical Review of the models of care proposed by the JSR process. This review was completed in January 2014 and recommended the CCGs adopt a ‘Modified’ Option 1 as the Reconfiguration Proposal. The Independent Clinical Review Panel felt this would improve the quality, safety and sustainability of care in Worcestershire as a whole. The Panel did not support the model of care suggested in Option 2.

10. The ‘Modified’ Option 1 was formally agreed by the three CCG Boards in January 2014. The FoAHSW Programme commenced work on the development of a detailed specification and began the necessary assurance steps to allow public consultation.
11. In May 2014, the programme successfully passed through the first NHS England assurance stage (the Strategic Sense Check). NHS England suggested that a Pre-Consultation Business Case (PCBC) be developed for the final assurance stage.

12. This final assurance check point is scheduled for the end of July / early August. The FoASHW Programme will present the PCBC, the Consultation Plan and a draft of the Consultation Document.

13. At the time of writing this report, work is currently being undertaken within the FoAHSW programme to develop a financial model that will be included with the PCBC. It is anticipated that this will demonstrate that the Reconfiguration Proposal is financially sustainable for the health economy in Worcestershire.

14. The PCBC is currently being finalised and is due to be considered by the FoAHSW Programme Board on 14th July 2014. It will then be possible to circulate it to the Health and Well-being Board.

15. The PCBC considers a number of issues including:
   • whether the reconfiguration proposal will provide safe and sustainable clinical services in Worcestershire.
   • the statutory responsibilities of the CCGs. This includes the development of an Integrated Impact Assessment and the development of a clinical Quality Impact Assessment.
   • compliance with the revised NHS England guidance published in December 2013 (*Planning and Delivering Service Changes for Patients*).
   • the impact on surrounding health systems, specifically the CCGs areas of South Central Birmingham, Solihull, South Warwickshire and Herefordshire.
   • the engagement work completed to date. This has included the development of a monthly stakeholder forum (which has included ‘Save the Alex’ and the Kidderminster Hospital Alliance’) and attendance at local events (such as the recent Healthwatch conference).

16. The consultation will consist of a mix of public meetings in Worcestershire’s largest towns, information roadshows in all the county’s hospitals (including community hospitals), a bus tour of the more rural areas of the county and attendance at community and voluntary group meetings. By attending community and voluntary group meetings, particularly with those groups...
most affected by the proposals, we will ensure that we hear from the quiet voices in our community.

17. The consultation will be widely publicised and details of all the meetings and the consultation literature will be on the website www.worcsfuturehospitals.co.uk. Materials will be translated and made available in other formats on request.

18. The final NHS England Assurance Panel is scheduled for July / August 2014. In advance of this meeting, the FoAHSW programme is seeking support from the Health and Well-being Board for the initiation of public consultation on the Reconfiguration Proposal in September 2014.

19. Subject to approval from NHS England, the FoAHSW Programme Board, and the three Worcestershire CCGs public consultation will begin in September and continue for twelve weeks, finishing in November.

20. The three Worcestershire CCGs will then consider the feedback from the public consultation and amend the Reconfiguration Proposal accordingly. It is currently anticipated that this will take place no later than January 2015.