

# Service Reconfiguration - Strategic Outline Case

Presentation for the Joint Health Scrutiny Committee

4<sup>th</sup> July 2019

# Background

- Work to develop the model of care has been underway since July 2012. Formal public consultation took place in 2016.
- In September 2017 the Kirklees and Calderdale JHSC referred the proposals to the Secretary of State for Health and Social Care.
- In May 2018 the Independent Reconfiguration Panel (IRP) advised further work on out of hospital care, hospital capacity and the availability of capital funding was required.
- Local NHS organisations submitted a revised proposal to the Secretary of State in August 2018.
- West Yorkshire & Harrogate Health and Care Partnership agreed the proposals as their top priority for national capital funding.
- In December 2018 the Department of Health and Social Care (DHSC) confirmed public capital funding of £196.5m had been allocated.

# Business Case Process

DHSC requires the following business cases:

- Strategic Outline Case (SOC)
- Outline Business Case (OBC), and
- Full Business Case (FBC)

The content of the SOC, OBC and FBC must follow Her Majesty's Treasury (HMT) Green Book guidance.

# The Proposed Model of Hospital Care

Both hospitals will provide:

- Out-patient services, diagnostics, day-case and midwifery services
- 24/7 urgent and A&E services

Total number of beds across sites stays broadly the same.



## Huddersfield Royal Infirmary

- 24/7 A&E and clinical decision unit
- 24/7 urgent care centre
- 24/7 anaesthetic cover
- diagnostics
- planned medical & surgical procedures
- outpatient services and therapies
- midwifery-led maternity unit
- physician-led step-down inpatient care.

## Calderdale Royal Hospital

- 24/7 A&E and clinical decision unit
- paediatric emergency centre
- 24/7 urgent care centre
- 24/7 anaesthetic cover
- diagnostics
- critical care unit
- inpatient paediatrics (medical and surgical care)
- outpatient services and therapies
- obstetrics & midwifery led maternity care
- acute inpatient medical admissions and care (e.g. respiratory, stroke, cardiology).
- acute emergency and complex surgery services

# Calderdale Royal Hospital (CRH)- Proposed Model of Care

- Out-patient services, diagnostics, day-case and midwifery services
- 24/7 urgent care
- 24/7 adult and paediatric Accident and Emergency care (blue light ambulances)
- Complex and emergency surgery
- Critical care
- Obstetrics
- Acute inpatient care for adults (e.g. cardiology, respiratory, stroke services)
- Acute inpatient care for children



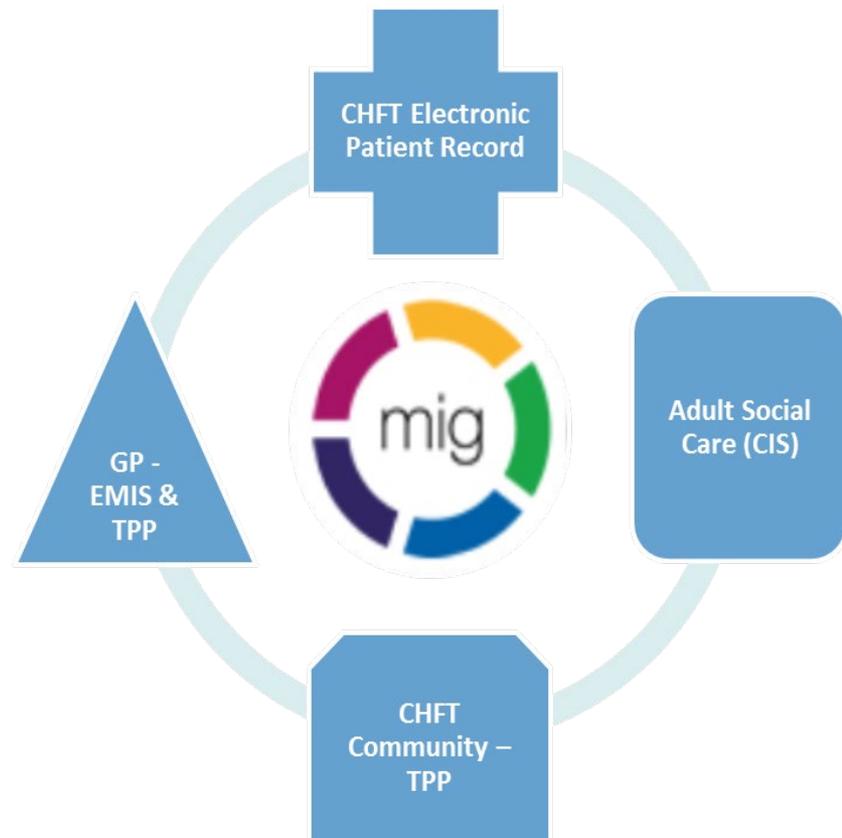
# Huddersfield Royal Infirmary (HRI) – Proposed Model of Care

- Out-patient services, diagnostics, day-case and midwifery services
- 24/7 urgent care
- 24/7 Accident and Emergency
- Planned care and surgery
- Inpatient medical care for people that no longer need the most acute care but do need extra support before they can be discharged.



# Digital Technology

- CHFT (Calderdale and Huddersfield NHS Foundation Trust) is one of the most digitally advanced Trusts in the country.
- Digital developments are enabling GPs, Hospital Community & Social Care staff to access 'real-time' patient records and care plans wherever they are.
- This will support delivery of the model of care and optimise benefits for patients.



# Capital Investment

DHSC (Department of Health and Social Care) announced 100% public capital funding of £196.5m.

£20m to address the most critical backlog maintenance at HRI.

£177m for expansion and new build at CRH.

## Economic and Financial Cases

- demonstrates the proposed service model provides economic (VFM, Value for Money) advantage compared to the existing service model;
- demonstrates affordability - the modelled clinical activity and revenue has been agreed as affordable for the local health sector;
- demonstrates the investment provides medium term sustainability for the Trust and mitigates estate and service risk;
- delivers £10m financial efficiency and sees the Trust return to financial balance in 2027.

# The Next Steps and Timeline

- DHSC and Treasury approval of SOC expected December 2019.
- CHFT is developing plan for HRI with aim of £20m investment as soon as possible.
- Outline Business Case development and approval during 2020/21
- Full Business Case development and approval during 2022/23
- Build 2023-2025

# Stakeholder and Public Engagement

- Continue to fully engage and involve local people, key stakeholders and the JHSC in the next steps.
- Engagement will be inclusive and offer opportunities for the public and stakeholders to provide input and insight particularly around:
  - Development of the services
  - Co-design of the environment and development of the sites including car parking
  - The use of digital technology
- The stakeholder event held in June will inform the action plan for on-going future engagement and communication.