**NHS Golden Jubilee Foundation**

**Hospital Expansion Programme**

**Progress Report August 2017**

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| **Overview** |
| This progress report for the hospital expansion programme covers the period from 1 July to 23 August 2017.  Key milestones within this reporting period include:   * commencement of Clinical Task Group Meetings for Phase 1 (Ophthalmology); * submission of the Risk Potential Assessment Form to the Scottish Government’s Programme and Project Management Centre of Expertise; and * issue of High Level Information Pack for Project Management Services. |
| **Key activities carried out in July/August 2017** |
| 1. **Programme Team Appointments**   A Consultant Ophthalmologist continues to provide informal support to the Programme Team; they will be officially released from 13 September 2017 to be the medical lead for the Phase 1 project.  A Consultant General Surgeon has been appointed to be the medical lead for General Surgery.  A Senior Analyst within the eHealth Department has provided analytical support for the demand modelling exercise for the Phase 1 and Phase 2 Initial Agreement (IA). The Information Services Division at the Scottish Government have provided support for the modelling of elective Urology; working closely with the Senior Analyst, a first draft of the modelling has been developed.  As the Phase 2 IA gets closer to completion, further consideration will be given to the need to recruit a lead Consultant Orthopaedic Surgeon and lead Consultant Anaesthetist.   1. **Appointment of Client Side Advisors**   Aecom were appointed as Cost Advisors on 18 July 2017 following a competitive tender exercise.  A High Level Information Pack for Project Manager Services was issued on 4 August 2017. Interested parties will provide quality and commercial submissions for consideration and evaluation on 18 August, with Interviews being held on 25 August 2017. An appointment is expected to be made in early September 2017.  During September 2017, the Programme Director will review and discuss the necessary additional client side advisor appointments with the Senior Responsible Officer (SRO) and agree the timing of further appointments. In line with projects of this structure and scale, it is anticipated that the appointment of a CDM Advisor and Supervisor will be required.   1. **Clinical Work Stream Group**   **Ophthalmology**  The Ophthalmology work stream group continue to meet. At the last meeting, the focus remained on the development of the proposed theatre model and the assistance required from the health planners to develop design options to support service configuration.  **Orthopaedics**  A first meeting of the orthopaedic work stream group was held in August. The first meeting focussed on the groups understanding of the process that will be followed. At this stage of the project the remit of the clinical work stream groups is as follows:   * Validation of performance assumptions and demand / capacity modelling work including phasing of activity. * Agreement of the patient pathway including relative/carer flow as described within the Ophthalmology Services Clinical Brief from Outpatients to Theatre. * Agreeing and documenting the proposed administrative pathway. * Agreement of operating hours and development of workforce and training plan to support the phased delivery of the service expansion. * Working with the healthcare planners to develop the output based specification and associated schedule of accommodation to inform the design. * Supporting the development of the Outline Business Case (OBC) and Full Business Case (FBC).  1. **Clinical Task Group Meetings**   Following the project launch on 18 July 2017, a meeting structure and programme was agreed to develop the project brief, concept design, developed and technical designs for Phase 1 (Ophthalmology). These meetings will run from August 2017 to January 2018. Progress will be reported though the Steering Group and Programme Board. To date, two rounds of meetings have taken place focusing on establishing the Clinical Brief.   1. **National Elective Centres Programme**   A meeting was held with Scottish Government and Health Facilities Scotland (HFS) on 17 August 2017 to discuss the HFS report on the progress to date of the programme of elective centres nationally. In addition to the general discussion around programme, there were specific discussions around the options for collaboration and how best practice could be shared. A further meeting is to be held with HFS to discuss the key programme milestones.   1. **Risk Potential Assessment**   A meeting has been scheduled for 1September 2017 with the Scottish Government’s Programme and Project Management Centre of Expertise to discuss the project and agree if a Gateway Review will be required.   1. **Local Authority Engagement**   A meeting with West Dunbartonshire Council was held on 14 August 2017 to discuss the high level programme and timing of statutory applications for Planning Permission and Building Warrants. Further meetings will be scheduled as required.   1. **Communications and Engagement Plan**   A meeting has been arranged with the Programme Team and Communications Team to agree the timing of the preparation of the first draft of a programme communications and engagement plan.   1. **West Regional Engagement**   A West of Scotland Regional Enagement Group has been established with a Director / General manager representative from each Board. The group is meeting approximately every six weeks. |
| **Key Risks and Mitigation** |
| A high level risk assessment exercise was undertaken as part of the Phase 1 IA. Five high level risks were identified as follows:   * Information used as part of the strategic and project brief is unreliable. * The need for clinical change and expected outcomes isn’t clearly defined. * The design does not meet the Design Assessment expectations. * The project becomes unaffordable. * Innovative design proposed for Phase 1 and the challenges in realising this.   A risk management plan has been developed with controls developed in place to mitigate these.  A risk workshop will be held in September 2017 to update the risk register to reflect the next stage(s) of the programme. |
| **Programme Budget** |
| A project budget has been allocated for the internal Project Team within 2017/18 and separate funds have been identified for External Advisors when appointed. These have been identified and approved in the Board’s Financial Plan. Financial updates will be provided to the Programme Board going forward showing cash flow projections and actual spend. |
| **Issues Affecting the Programme** |
| Capacity/ demand modelling work has continued throughout July and August – however the unexpected absence of the programme manager delayed this work by 1 month. A renewed focus on this work is now in place. There will be a need to increase frequency of engagement with the West of Scotland Boards to ensure sufficient time for discussion of the demand modelling outputs. This will be discussed at the next WoS engagement meeting on 24 August 2017. |
| **Programme Plan** |
| A programme plan is in draft and now requires discussion with Kier Construction before it can be finalised and brought to the Golden Jubilee Programme Board for approval. |

| **Key Tasks for August to September 2017** |
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| Key tasks for the forthcoming period include:  **Development of the Phase 2 IA:**  Demand modelling and Engagement with the WoS Health Boards will continue for Orthopaedics and all sub specialties, General Surgery, Endoscopy and Urology to support the development of the Phase 2 IA. (See issues affecting the programme).  **Development of the Phase 1 OBC:**  Demand modelling within the IA will be reviewed and updated with 2016 activity figures, updated private / independent sector usage, current waiting time pressures.  Further retrospective activity analysis will be carried out to understand the reasons for the increase in cataract surgery activity between 2006 – 2016 and the proportion that can be explained by demographic change versus a rise in the rate of intervention.  The proposed new clinical model of care is being developed in more detail.  **Programme Planning and Governance Activities**   * Approve programme plan with Kier Construction, Advisors, Programme Team and Programme Board. * Appointment of Project Managers. * Meet with Scottish Government’s Programme and Project Management Centre of Expertise.   **Monitoring Community Benefits**  Discussions will take place with Scottish Futures Trust on the potential options for tracking and monitoring the delivery of community benefits on a quarterly basis. A proposal will be brought to a future Programme Board meeting for consideration and approval.  **Communication and Stakeholder Engagement**   * Develop a communications and engagement plan for approval by the Programme Board. * Continue to seek feedback from ophthalmology and orthopaedic patients using the established patient questionnaire process. * Develop a programme stakeholder register to support the various engagement events and to help identify patients and third sector representatives who are willing to be involved in the development of the hospital expansion and the subsequent design development process. * A stakeholder workshop will be organised to engage with staff, patients and third sector representatives once the Phase 2 IA is in full draft (likely November 2017). |

**John M Scott, Programme Director**

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**23 August 2017**