

Buckinghamshire County Council
Health and Adult Social Care Committee
20 October 2015

**Frimley Health NHS Foundation Trust:
Frimley Park Hospital NHS FT acquisition of Heatherwood & Wexham
Park Hospitals NHS FT: UPDATE**

Purpose of the report: For information

Following Monitor's approval of Frimley Park's (FPH) acquisition of Heatherwood & Wexham Park Hospitals (HWPH) the Committee wishes to receive an update on progress of the integration of Frimley Health NHS Foundation Trust.

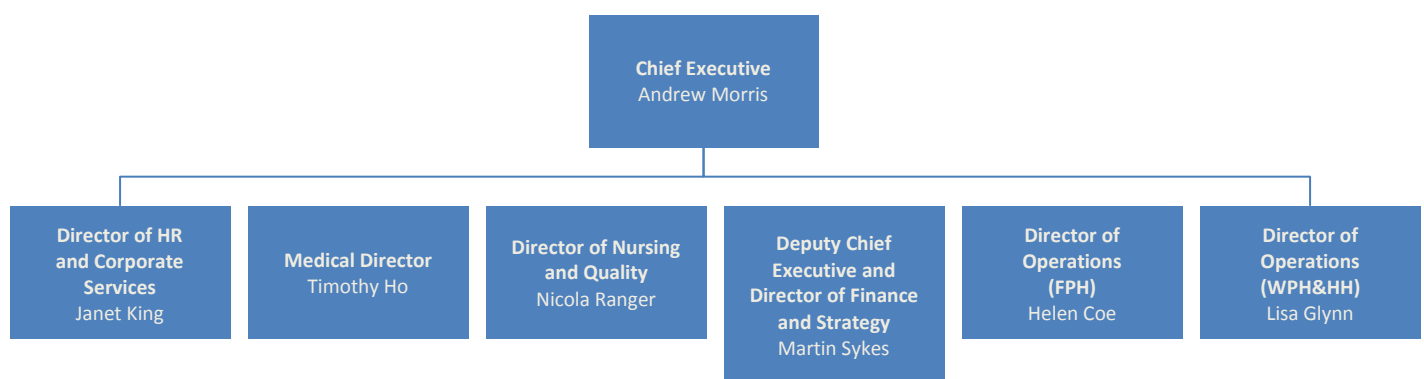
Introduction:

1. HWPH was facing significant financial, operational & clinical challenges. In the absence of the transaction, ongoing financial and operational challenges may have risked FPH's sustainability in the medium term
 - 1.1 Increasing financial and operational pressures are being placed on acute Trusts. FPH was facing declining surpluses over the coming years and HWPH was in a continuing unsustainable financial position
 - 1.2 There is a continued drive for high quality sustainable care in the NHS. FPH was at risk of becoming clinically sub-scale in certain areas as the NHS consolidates to preserve and improve quality care. HWPH already had areas of poor quality in patient care and had lost certain services
 - 1.3 Both trusts were facing a growing and ageing population, coupled with a forecast increase in long term conditions, which will put additional strain on local health and social services
 - 1.4 The combined organisation provides the opportunity to achieve critical mass in clinical services and achieve a sustainable financial position
 - 1.5 Options appraisal has shown that acquisition offered the best opportunity for FPH to maintain medium term sustainability at the current time
2. The acquisition of HWPH by FPH and the resulting increased population served of between 800,000 and 1,000,000 people creates the organisational scale necessary to establish robust, sustainable services for the people of Berkshire, South Buckinghamshire, North East Hampshire and Surrey.

3. The enlarged organisation enables a platform for change, driving forward clinical service changes where appropriate and providing the impetus to create new services to serve the growing and ageing population. FHFT is better placed to recruit and retain high quality clinical staff and to offer excellent training opportunities. Back-office and operational consolidation helps release resources for front-line services.
4. FHFT is committed to significantly improving the quality of care and delivery of performance on the Wexham Park and Heatherwood Hospital sites while maintaining and improving all aspects of care on the Frimley Park site. The longer term goal is to achieve the same standards of quality, performance and financial efficiency across the whole organisation.

Governance arrangements for Frimley Health NHS Foundation Trust:

5. FHFT is a single foundation trust incorporating Frimley Park Hospital, Heatherwood Hospital and Wexham Park Hospital. From 1 October 2014 the foundation trust had a single Board of Directors, made up of the Board of FPH plus two additional positions, one executive and one non-executive. Two new non-executives have been recruited in the last year.
6. The structure for the executive team (given below) includes a dedicated operations director for each acute site, to ensure that there is sufficient focus on maintaining and improving performance and delivery on each of the Frimley Park and Wexham Park sites:



7. The trust has established an organisation-wide clinical and corporate governance structure that supports the Board, executive team and the clinical and corporate leadership team. This is based on the most successful elements of the FPH approach to governance, with modifications to make it scalable and appropriate for a multi-site organisation.
8. Quality assurance arrangements include two site-specific quality committees currently, to ensure that there is no loss of focus on the Frimley Park site. A cross-site Corporate Governance Committee reviews arrangements at specialty level across the organisation, using an assessment framework reflecting the Care Quality Commission's five domains: safe, effective, caring, responsive and well-led. The Board of Directors has established a Quality Assurance Committee

of the Board, which provides the Board with the opportunity to gain greater assurance as required.

9. An integration programme board oversees the work plans that deliver the required changes across the organisation, and gives the Board and our regulators assurance that the benefits of the integration will be achieved and are aligned with the wider objectives of the organisation. Both Monitor and the Care Quality Commission are working alongside our local commissioners to monitor progress, share learning from other acquisitions and mergers and provide assurance that patients will benefit from improved quality, performance and financial viability.
10. The trust is also committed to working with its partners on transformation across the broader health and social care system, and is working to achieve this through joint transformation initiatives with health and social care partners. Because of the trust's complex geography, it is involved in different discussions about how the systems need to transform with the relevant local partners within Hampshire, Surrey/Sussex and Thames Valley.

Progress so far:

11. Performance has been lifted at Wexham Park/Heatherwood Hospital sites. In the first quarter of 2015/16 Frimley Health achieved all the key standards set out by health service regulator Monitor over this three month period, including the A&E four hour waiting target. This is the first time that all these targets have been achieved at Wexham Park Hospital for a number of years.
12. The FHFT management has successfully introduced a single set of vision and principles among the staff on all three sites through significant communication activities and leadership engagement. The executive team has led the engagement work with teams, explaining the imperative for change and cascading this single set of core values across all sites through the local management teams and face to face meetings with the Executives.
13. Patient experience measures indicate that quality and patient experience of care are improving on the Wexham Park site, as complaints are dropping and the numbers of positive comments are increasing.
14. The integration has been successfully implemented although the new management structure has taken longer to implement than was anticipated with elements of the final tier still outstanding. Moving from a single site operation to a multi-site one has created some challenges which need to be better addressed. The integration plan is continually reviewed and reassessed to ensure that the right priorities are chosen to deliver benefits and support the ambitious change programme across the organisation.
15. Wexham Park was inspected by the CQC in February 2014 and the CQC will be returning on the 13th October to inspect the hospital again. It is hoped that FHFT will be able to evidence the improvements that have been made during the last twelve months.

16. The organisation has a challenging financial savings programme to achieve financial balance, including a significant reduction in agency spend. Recruiting nursing and medical staff is challenging, and vacancies remain higher than planned. 18 additional consultants have been recruited at Wexham in the last 12 months to better cope with the workload.
17. Performance on the Frimley Park site has been maintained, and the executive remain committed to providing outstanding care on this site.
18. The 6 CCGs (North East Hampshire and Farnham CCG, Surrey Heath CCG, Bracknell and Ascot CCG, Windsor, Ascot and Maidenhead CCG, Slough CCG and Chiltern CCG) continue to work together across the large Frimley Health acute footprint in commissioning and integrating services.

Benefits for local residents:

19. FPH has been rated as 'outstanding' by the Care Quality Commission, the first trust in England to receive this rating. The acquisition provides a way forward to improve services for patients on all sites, ensure equity of services and parity of access for the population served by HWPH and FPH. The clinical model brings the following specific benefits:
 - 19.1 Improve the quality at Heatherwood Hospital and Wexham Park Hospital through a common culture based on FPH leadership through robust clinical governance
 - 19.2 Improving existing services and developing new services for patients based on sharing expertise and developing improved interfaces with community healthcare. The scale of the new organisation allows for greater subspecialisation.
 - 19.3 New model of elective care including a new centre of excellence for elective care at Heatherwood and enhanced patient centred models of care, for example 'one stop shop' services. Core elective services will also be provided from the main acute sites, offering patients choice on which site they wish to attend.
 - 19.4 Improved flexible capacity and ability to develop and transform services to meet the increasing demands on the system, particularly for frail and elderly patients.
20. Key specific changes envisaged within the proposed clinical model for the Wexham Park site include:
 - 20.1 Working in partnership with the CCGs around the Wexham Park system through a joint transformation board to improve care across a range of initiatives including developing a New Vision of Care across health and social care;
 - 20.2 Improve hyper acute services such as cardiology, vascular and renal services;
 - 20.3 Progress on 7-day consultant delivered service, improved high dependency care, new heart failure pathway and improved frail elderly service;

- 20.4 Changes in the cancer networks to ensure that more local services are available for patients, including an increased range of chemotherapy and on site radiotherapy;
 - 20.5 New ED and assessment areas and rebuilt/refurbished women's services areas.
 - 20.6 Repatriate elective services and consider introducing new ophthalmology service.
- 21. Work is progressing on £130m capital programme at Wexham. It is envisaged that work will start on the £10m upgrade to maternity next spring and later in 2016 work could start on a new ED and 100 new beds to provide state of the art assessment facilities. A new 50 bed elective centre at Heatherwood, if approved by the Board, could result in a start in late in 2016. At Frimley, it is hoped to provide additional ward capacity and new facilities for MRI scanning starting in late 2017.
 - 22. Bringing together two Trusts with important complementarities will deliver improved clinical outcomes through larger clinical teams and improved access to services for patients. The ability to attract and retain high quality staff will support the delivery of these benefits across all sites.
 - 23. All these changes will be supported by some enabling improvements, such as increasing the number of acute medical beds on both main sites, investing in additional car parking, IT infrastructure to underpin all new developments and improve ways of working.
 - 24. The clinical model assumes that the mix of services currently offered to patients in their local area will remain locally. Should the enlarged organisation wish to make any substantial service changes in the future, it would follow an appropriate process of involving all local stakeholders in shaping plans and giving formal feedback on those plans.

Conclusions:

- 25. The formation of Frimley Health through the acquisition is required to provide Frimley Park, Wexham Park and Heatherwood Hospital with a sustainable future, given the challenging external environment.
- 26. Frimley Health is maintaining its successful governance structure of strong clinical leadership and an empowered and engaged culture to ensure the success of the enlarged organisation.
- 27. The governance structure has been developed to particularly ensure that there will be high quality services maintained and improved on the Frimley Park site, while integration is achieved and quality improved across Wexham Park and Heatherwood Hospital sites.

28. There are clinical benefits to being a larger organisation, able to provide more local services with greater sub-specialisation, and these benefits will be available to the residents of Surrey.
29. Early successes in improving performance at the Wexham Park site have been achieved, while maintaining performance at the Frimley Park site.
30. Good progress is being made with the integration and it is hoped that the CQC inspection will identify improvements across performance, quality of care for patients, while highlighting areas FHFT knows require further work.
31. The organisation will also be better able to engage in the transformation agenda with its health and social care partners, including commissioners and the local authority. This will drive improved care for patients with more care intended to be delivered closer to home, and only the sickest patients being admitted to hospital for their care.

Recommendations:

32. The Health and Adult Social Care Committee is asked to note the update provided.

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