

**Improving Healthcare Together 2020 to 2030 (IHT)
Surrey Downs, Sutton and Merton Clinical Commissioning Groups (CCGs)
Committees in Common
Summary cover sheet**

Date of Meeting: 6th January 2020

Agenda No: 4

Paper: 2

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| Title of Document: Pre-Consultation Business Case (PCBC) | Purpose of Report: For approval |
| Report Authors: IHT Programme Team | Lead Director: Andrew Demetriades, Joint Director for IHT programme |
| Executive Summary: | |
| <p>In December 2017, the Improving Healthcare Together 2020 to 2030 (IHT) programme was established to address the significant quality, estates and finance challenges that the Epsom and St Helier University Hospitals NHS Trust (ESTH) is currently facing.</p> <p>NHS Surrey Downs, Sutton and Merton Clinical Commissioning Groups (CCGs) are the organisations responsible for making decisions about local healthcare and have led the development of proposals for potential service change.</p> <p>The attached Pre-Consultation Business Case (PCBC) details the work completed by the IHT programme to date and sets out the recommendations made by the Programme Board to the Committees-in-Common (CiC) on the proposed options for service change including the identification of a preferred option.</p> <p>Since the establishment of the programme, key elements around evidence development and assurance have been carried out including:</p> <ul style="list-style-type: none"> • Development of a case for change, a new clinical model and potential solutions - outlined in our Issues Paper • Pre-consultation engagement, including: <ul style="list-style-type: none"> ○ The establishment of a Stakeholder Reference Group, as part of the governance arrangements for the programme, to provide patient and public feedback on our work. ○ Engagement on our Issues Paper – over 1,500 people and staff across the areas of the three CCGs have taken part in this programme of early engagement during which important feedback has been captured about the priorities of local people and the relative merits of different options. No additional viable options were identified at this stage. ○ Discussion of proposals with the South West London and Surrey Joint Health Overview and Scrutiny Committee (JHOSC) and its dedicated sub-committee for IHT. • Development and ongoing refinement of a Pre-Consultation Business Case (PCBC) exploring the three proposed options • An assessment of the options for change, including: <ul style="list-style-type: none"> ○ An initial non-financial options consideration via three evaluation workshops with members of the public and professionals | |

- **Financial analysis** of the requirements of each option
- Detailed **impact assessments** on equalities, health, travel and access, as well as sustainability and impact on other local hospitals
- A **technical assessment of the proposed options** which lead to an overall ranking of the options for inclusion in the PCBC
- **Regulatory and best practice assurance**, including:
 - A review of our proposed clinical model by the London and South East Clinical Senates
 - Independent assurance process by the Consultation Institute
 - The submission of the PCBC for regional regulatory assurance, followed by the publication of a stakeholder briefing document about the draft PCBC in July 2019
- **National assurance approval** of the PCBC by the Oversight Group for Service Change and Reconfiguration and Delivering Quality and Performance Committees-in-Common.

Based on the work to date and following a review of the evidence outlined within the PCBC and feedback from assurance, the IHT Programme Board concluded that **the preferred option** for bringing the six core acute services on to one site **is Sutton Hospital** as this would deliver the most benefits to the greatest number of people across the three areas of Surrey Downs, Sutton and Merton. **All options are viable and should be consulted on.**

Recommendations

The Committees in Common is asked to:

- a) Approve the PCBC and,
- b) Agree to proceed to a period of consultation on the proposals and all options for change as set out in the PCBC

Financial Implications:

- In September 2019, as part of the Health Infrastructure Plan, we were allocated £500 million to improve the current buildings at Epsom and St Helier hospitals as well as build a new specialist emergency care hospital on one of the three sites – Epsom, St Helier or Sutton.
- Chapter 13 of the PCBC outlines the financial analysis undertaken for the three options.

Equality Impact Assessment:

Equality Impact Assessments (phase 1 and 2) have been completed as part of the Integrated Impact Assessment (IIA) for the Improving Healthcare Together: 2020 to 2030 programme. The IIA will be reviewed against the findings of the consultation and updated to include any additional impacts and recommendations, for the final phase of this work.

Communication Plan:

A communications and engagement plan for the Improving Healthcare Together 2020-2030 has been developed.