

East Kent Transformation Programme Programme Update

Sustainable Health Care in East Kent Joint Committee Meeting in Public

22nd August 2019

Programme timeline – key milestones

- Evaluation
 - Evaluation briefing sessions to be held on the 14th, 28th, 29th and 30th of August 2019.
 - Evaluation panels will be held on the 4th, 11th and 12th of September 2019
 - Evaluation Report to be fed into the PCBC
- PCBC
 - Drafting and review to continue through September
 - Integrated Impact Assessment to be completed in September 2019
 - SECAMB Risk Assessment to be completed in September 2019

 - PCBC to be submitted to Clinical Senate in October 2019
 - PCBC to be submitted to NHSE/I in the Autumn 2019

Progress against the plan in this reporting period

- **Public and Patient Voice**

- Public and clinician pre-evaluation engagement session was held on the 18th of July 2019 to gather qualitative and quantitative feedback in respect of specific evaluation criteria. Patient and public representatives included individual patients and residents from across east Kent, patient and voluntary group representatives, Healthwatch, and local councillors including the Chair of the Kent Council Health Oversight and Scrutiny Committee. Engaging Kent Community interest Company were independent observers and are developing a report to support the evaluation panel when scoring the options.
- Travel Advisory Group held their inaugural meeting on the 19th July 2019. The terms of reference were agreed by members from patient and voluntary groups and travel providers from the public, private and voluntary sectors. The group were advised of the models and reflected on feedback from pre-consultation engagement sessions. Travel providers have undertaken to review the potential impact of the reconfiguration options and present back their travel information at the next session in October 2019.

- **Stakeholder and Media**

- Following a public and clinician pre-evaluation engagement event, Kent Online ran the following article: [Kent Online - 26 July 2019](#)

Evaluation Preparation Timeline – 8th August

Criteria	Sub Criteria	Stage 1		Stage 2	Stage 3							Stages 5		Stage 6	Stage 7	Stage 8		
		Provider Initial Submission	Initial Review	Final Submission	Assurance Group	Clinical Standards Sub Group	Clinical Model Group	Clinical Reference Group	Commercial	PCBC Modelling	EK Finance Director	Draft Report to EWG	Final Report to EWG	TDB	System Board	Evaluation Session 1	Evaluation Session 2	Evaluation Session 3
Clinical Sustainability	Workforce	17-May	26-May	14-Jun	20-Jun		15-Aug			1A: 14 Aug	1A: 15 Aug	21-Aug		04-Sep	09-Sep			18th Sept
	Clinical Standards	05-Apr	18-Apr	29-May	06-Jun	1/7-19/7	15-Aug					21- Aug		04-Sep	09-Sep			18th Sept
	Patient Experience	05-Apr	18-Apr	29-May	06-Jun		13 Jun and 27 Jun	11-Jul	QB: 08-Jul		QB: 26-Jul	21-Aug		04-Sep	09-Sep			18th Sept
Strategic Fit	Long Term Sustainability	12-Apr	26-Apr	29-May	06-Jun		27-Jun	11-Jul		03-Jul		26-Jul	Virtual 7 Aug	7-Aug	12-Aug	4th Sept		
	Impact on Neighbouring Systems	05-Apr	18-Apr	29-May	06-Jun					14-Jun		26-Jul	Virtual 7 Aug	7-Aug	12-Aug	4th Sept		
	Research and Education	12-Apr	26-Apr	29-May	06-Jun		13 Jun and 27 Jun	11-Jul				26-Jul	Virtual 7 Aug	7-Aug	12-Aug	4th Sept		
Accessibility	Emergency Travel Times	05-Apr	18-Apr	29-May	06-Jun					03-Jul		26-Jul	Virtual 7 Aug	7- Aug	12-Aug	4th Sept		
	Distance to Hospitals	12-Apr	26-Apr	29-May	06-Jun					14-Jun		26-Jul	Virtual 7 Aug	7-Aug	12-Aug	4th Sept		
	Car and Public Travel Times	12-Apr	26-Apr	20 Jun / 4 Jul	06-Jun					14-Jun		26-Jul	Virtual 7 Aug	7-Aug	12-Aug	4th Sept		
Financial Sustainability	System Affordability	27-Apr	26-May	14-Jun	20-Jun					14 Aug	15 Aug	21-Aug		28 Aug	29 Aug		11th Sept	
	Net Present Value	27-Apr	26-May	14-Jun	20-Jun					14 Aug	15 Aug	21-Aug		28 Aug	29 Aug		11th Sept	
	I&E Performance	27-Apr	26-May	14-Jun	20-Jun					14 Aug	15 Aug	21-Aug		28 Aug	29 Aug		11th Sept	
Implementable	Time to Implement	12-Apr	26-Apr	29-May	06-Jun				14 Aug		15 Aug	21 Aug		28 Aug	29 Aug		11th Sept	
	Delivery Risks	12-Apr	26-Apr	29-May	06-Jun				14 Aug		15 Aug	21 Aug		28 Aug	29 Aug		11th Sept	
	Transition Period	12-Apr	26-Apr	29-May	06-Jun				14 Aug		15 Aug	21 Aug		28 Aug	29 Aug		11th Sept	

Progress against the plan in this reporting period

Evaluation Progress

The evaluation templates that inform the final evaluation reports advanced through programme governance complemented by discrete pieces of work that will be inputted into the evaluation panels.

- An independent clinical standards review was undertaken to ensure the standards being used were appropriate and that the information in the templates was sufficient, balanced and that appropriate conclusions had been reached. The draft report is presently being reviewed by workstreams. The review has concluded that the standards were appropriate and made recommendations regarding further work to be undertaken to ensure that the maximum number of standards could be met under both options. The development of additional workforce/clinical models for Option 1 is being scoped. It will take approximately 12 weeks beginning in August 2019 and run concurrently with PCBC drafting process.
- Review of the proposed implementation timelines for the Do Minimum, Option 1 and Option 2 has been undertaken. The review focused on the time required for legal and commercial contracts, planning permission, and construction timelines. This work will conclude in August.
- A commercial risk assessment that highlights key potential risks associated with the new hospital development under Option 2 and the proposed ratings and mitigations is now in an advanced draft. It will be finalised further to inputs from the implementation timeline review.

Progress against the plan in this reporting period

Evaluation Progress continued

- An economic impact assessment is being undertaken. It will outline how the proposed reconfiguration of health services in East Kent might affect employment and gross value added (GVA) within Ashford, Canterbury, Dover, Folkestone & Hythe, Swale and Thanet. This work will conclude in August.
- Financial sustainability templates are being informed by a review of capital requirements and local care phasing and by the agreement of key financial assumptions in relation to both workforce costs and impact of the East Kent System Financial Recovery Plan 19/20 - 21/22. This work is on track to be completed by the East Kent Finance Directors meeting in August 2019.

Next Steps

- Evaluation panels are quorate. Each of the scoring members will be provided with a face to face briefing ahead of the panels.
- Two evaluation reports will be developed for each of the criteria assessing the options against the 'do minimum' position. Advanced drafts of the accessibility and strategic fit reports has been reviewed through programme governance. Drafts of the implementable, clinical sustainability and financial sustainability reports are being finalised in line with the work outlined above.
- Evaluation panels will be held on the 4th, 11th and 12th of September 2019.

Progress against the plan in this reporting period

PCBC Drafting Progress

- Individual chapters are being progressed. A detailed review of the PCBC timeline is being undertaken to ensure that the PCBC achieves all milestones.
- Key pieces of work that inform the PCBC include:
 - An Integrated Impact Assessment that considers the potential health, equality, travel and access, and sustainability impacts that may arise as a result of the proposals for change. Progressing to plan, the IIA is due to be reported on the 9th of September 2019.
 - SECamb Impact Evaluation that reviews four months of ambulance service data representative to examine the impact of the reconfiguration on patient safety, experience, and the ambulance service and hospital operations. Due to report on the 18th of September 2019.
 - Additional workforce / clinical models for Option 1 is a collaborate project that will provide input into the development of options for the reconfiguration of acute services and improve the resilience of acute services in the interim period. This work will be undertaken concurrently with the drafting of the PCBC.

Next Steps

Draft PCBC to be reviewed by PCBC Drafting Group on 17th September. The Transformation Delivery Board on 25th September and System Board on the 7th of October 2019 when it will be submitted to Clinical Senate.

PCBC to be submitted to NHSE/I in the Autumn 2019.