

**Sandwell and West Birmingham Hospitals NHS Trust**  
**Midland Metropolitan Hospital Project**  
**Outline Business Case**

**Appendix 13b Benefits Realisation Plan**

## Midland Metropolitan Hospital Benefits Realisation Plan

**Benefits Realisation Plan (This has been updated on 25/02/2014 for economic valuation of benefits and Better Care Indicators)**  
The whole document will require update at key stages of the project including the setting of appropriate baselines.

Benefit Category A: Improved Clinical Quality and Sustainability of Clinical Services								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Reduction in hospital acquired infections	MRSA C Difficile rates	2017/18 figure	Trajectory to be set at / above national target	No per 1000 bed days No per 1000 admissions	Facilities will be easier to keep clean and best practice will be maintained	Director of Infection Prevention and Control	Yearly	1 year after hospital opening
Reduced number of deaths in hospital	Hospital standardised mortality rate (HSMR)  Human cost saving based on improved life expectancy – reduced variance from national average measured in cost per Quality Adjusted Life Year (QALY)	2017/18 figure	Target to be set following base lining activities	Reports from Dr Foster  cost per Quality Adjusted Life Year (QALY)	Improved access to diagnostics, rapid access to first line treatment, effective model of care and improved LHE pathways will reduce admission for palliative care. Assumed this will result in HSMR improved to top quartile.	Medical Director	Yearly	Trajectory to 2 years after hospital opening
Improved integration means that patients will receive seamless care and support tailored to their needs.	Better Care Indicators	2017/18 baseline	TBA	TBA	RCRH model of care embedded and sustainable in LHE.	Medical Director	Yearly	1 year after hospital opening
Consistent standards of care are maintained with few errors and untoward incidents	Reduced serious untoward clinical incidents	2017/18 figure	Target to be set following base lining	Risk management systems	That new models of care, new care pathways, staff training and new	Director of Governance	Yearly	Trajectory to 2 years after hospital opening

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category A: Improved Clinical Quality and Sustainability of Clinical Services								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
			activities		facility will facilitate better care			
Patients will be able to die in place of choice	Reduction in number of patients who die in hospital having chosen to die in a different setting	2017/18 figure	Target to be set following base lining activities	Gold Standards Framework audit	That model of care will ensure that patients can be supported in their stated wishes relating to place of death	Medical Director	Yearly	Trajectory to 2 years after hospital opening
Improved clinical outcomes	Patient reported outcome measures (PROMs): <ul style="list-style-type: none"> <li>◆ Patient Generated Index sampling</li> <li>◆ Disease specific questionnaires</li> </ul>	Samples taken during 2017/18	Targets to be set following base lining activities	<ul style="list-style-type: none"> <li>◆ Interviews</li> <li>◆ Questionnaires</li> </ul>	Working to evidence based protocol, greater critical mass of medical staff and reduced professional isolation	Medical Director	Rolling programme of yearly samples	Trajectory to 2 years after hospital opening
Reduced requirement for overnight hospital stay	Combined percentage of day case and 23 hour stay	2017/18 figure	Targets to be set following base lining activities	Hospital Information Systems	That new model of care will reduce the ALOS to a maximum 23 hours for appropriate patients	Medical Director	Yearly	Trajectory to 2 years after hospital opening
Faster admission to hospital when required	Time from decision to admit	2017/18 figure	Targets to be set following base lining activities	A&E system reports	That the new care model will improve assessment and patient flows	Medical Director	Yearly	Trajectory to 2 years after hospital opening
Ability to deliver excellent acute services	Aggregated results of peer review (across two year	TBA	100% good / excellent	Clinical Governance Reports	That the facility will meet peer	Medical Director	Bi yearly	3 years after hospital

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category A: Improved Clinical Quality and Sustainability of Clinical Services								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
	periods)				review standards and that working to evidence based protocol will improve standards			opening
Enhanced assessment in intermediate care will reduce the number of people discharged from hospital into long term residential care / nursing home	Cost savings released by patient care in own home	TBA	20% reduction	Source of data TBA	20% reduction assumed. (detailed assumptions in economics update)	TBA	TBA	TBA
Reduction in DNA rates due to improved service model	Reduction in cost of DNAs (national average for new / follow up)	TBA	TBA	No DNA x cost	Improvement to upper quartile	TBA	TBA	TBA
Increased day case rate resulting in fewer patients requiring elective inpatient surgery. More rapid return to work with associated loss GDP.	GDP saving	TBA	TBA	Day case rate x GDP saving / case	Return to work 20 days earlier than if patient admitted (detailed assumptions in economics update)	TBA	TBA	TBA
Increase in stroke thrombolysis rates will generate cost savings to society	Reduction of deaths from stroke and increase in patients retaining independence	TBA	TBA	Human cost savings expressed in Quality Adjusted Life Year (QALY)	(detailed assumptions in economics update)	TBA	TBA	TBA
Earlier diagnosis and treatment for heart disease will reduce number of people being unable to work because of the disease.	Reduction in number of working days lost expressed in DGP per capita per annum	TBA	TBA	Unclear how this would be measured	50% reduction in people unable to work	TBA	TBA	TBA

**Midland Metropolitan Hospital Benefits Realisation Plan**

Benefit Category B: Improved Customer Care								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Patients and visitors will be treated with respect	Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Patient Questionnaire	That a patient centred, customer focussed culture is in place with a well educated workforce delivering care.	Director of Workforce	Yearly	1 year after hospital opening
Patients will feel that their privacy and dignity has been maintained	Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Patient Questionnaire	That single room accommodation is available for patients who want it. That facilities are 'single' sex. That staff meet the spiritual and personal needs of patients.	Director of Nursing	Yearly	1 year after hospital opening
Patients will feel that they have received the best possible treatment	Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Patient Questionnaire	The leading edge design of the facility will inspire confidence in patients that they are receiving the most up to date care available. The models of care will ensure they have been involved in decisions about their treatment	Medical Director	Yearly	1 year after hospital opening

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category B: Improved Customer Care								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
Patients can be confident that treatment will be completed as planned	Hospital cancelled procedure rate	2017/18 figure	Targets to be set following base lining activities	Sit Rep reports	That separation of emergency and planned care will enable consistent delivery and improve patient experience.	Medical Director	Yearly	1 year after hospital opening
Improved information for patients	Patient satisfaction measures	2017/18 figure	Targets to be set following base lining activities	Patient Questionnaire	That information will be readily accessible to patients in all formats. That clinicians will use information to allow informed choice to patients in their treatment pathways.	Head of Comms	Yearly	1 year after hospital opening
Patients and visitors can find their way around the hospital with ease	Patient satisfaction measures	2017/18 figure	Targets to be set following base lining activities	Patient Questionnaire	That the design is logical and that organisation of space helps navigation. That signage is effective	Director of Estates	Yearly	1 year after hospital opening
Communication with patients from different ethnic groups will be improved	Increased take up of interpretation services	2017/18 figure	Targets to be set following base lining activities	Interpretation service activity	That staff will be trained to access an effective service	Director of Nursing	Yearly	1 year after hospital opening

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category C: More Effective Use of Staff Resources								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Staff will be satisfied with their experience at work	Staff satisfaction measures Sickness rates	2017/18 outcomes	Targets to be set following base lining activities	Staff Questionnaire Routine workforce reporting systems	That the workforce transition model has been effective and that staff enjoy working in a fit for purpose building	Director of Workforce	Yearly	1 year after hospital opening
Improved extended scope nursing and AHP skills	Number of accredited nurse / AHP consultants and extended scope practitioners	2017/18 outcomes	Targets to be set following base lining activities	Workforce reporting systems	Strategic workforce plan completed that identifies the new roles. That a programme has been implemented to deliver the enhanced skills	Director of Workforce	Yearly	1 year after hospital opening
Staff will have improved knowledge and skills	Number of staff with NVQ grade 3 / 4 Personal development review rates	2017/18 outcomes	Targets to be set following base lining activities 100% PDR	Training and Education system reporting	That education requirements have been identified and training completed effectively	Director of workforce	Yearly	1 year after hospital opening
Improved teamwork	Staff satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Staff Questionnaire	That the workforce transition model has been effective and that training has taken team working approaches into account	Director of workforce	Yearly	2 years after hospital opening

**Midland Metropolitan Hospital Benefits Realisation Plan**

Benefit Category C: More Effective Use of Staff Resources								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
Improved workforce Productivity	Income per WTE Consultant productivity indicator	2017/18 outcomes	Targets to be set following base lining activities	Hospital information systems and workforce systems	That the new service model, workforce transition plan and training programme will deliver improvements and that the facility will support efficient practice	Director of workforce	Yearly	Trajectory to 2 years after hospital opening



Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category D: Improved Patient Flows								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Patients will experience effective integrated care avoiding unnecessary admissions and delayed transfers.	Better Care Indicators	TBA	TBA	TBA	RCRH model of care embedded and sustainable in LHE.	TBA	TBA	1 year after hospital opening
Patients will experience well planned, timely care with few delays and smooth discharge	Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Patient questionnaire	That new model of care will be effective and that functional separation of emergency and planned care will improve consistency	Director of Strategy	Yearly	1 year after hospital opening
Patients will not need to stay in hospital any longer than required by their medical condition	Average length of stay	2017/18 figure	Targets to be set following base lining activities	Hospital Information Systems	That new model of care will be effective and that functional separation of emergency and planned care will improve consistency	Director of Strategy	Yearly	1 year after hospital opening
Expensive facilities will be fully utilised to support smooth patient flows	Theatre utilisation MRI and CT utilisation	2017/18 outcomes	Targets to be set following base lining activities	Departmental and hospital systems	That sessions will be planned effectively	Director of Strategy	Yearly	Trajectory to 2 years after hospital opening
That improved patient flows will result in financial efficiencies	Cost / income differential per spell	2017/18 outcomes	Targets to be set following base lining	Hospital Information Systems	Assumptions as above leading to reduced length of	Director of Strategy	Yearly	Trajectory to 2 years after hospital

**Midland Metropolitan Hospital Benefits Realisation Plan**

Benefit Category D: Improved Patient Flows								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
			activities		stay leading to financial efficiency			opening

Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category: E: Improved Accessibility of Services for the Local Population								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Transport costs will be reduced as the majority of patients will have a reduced distance to travel.	Travel time reduction expressed in: <ul style="list-style-type: none"> <li>- Time saved (GDP per capita rate per annum)</li> <li>- Social carbon savings</li> </ul>	TBA	Targets to be set following base lining activities	Distance mapping software	Outpatient, emergency and elective activity provided to top 10 post codes adjusted for catchment loss will be used to measure change in distance. Savings based on average GDP per capita per annum. Social carbon saving based on Grams per CO <sup>2</sup> /km and social cost of carbon £/tCO <sup>2</sup>	Project Director	Yearly	1 year after hospital opening
Patients will easily be able to access good local acute services	Percentage of patients within our catchment area treated in the new hospital	2017/18 outcomes	Targets to be set following base lining activities	PCT data systems	Centralisation will improve ability to deliver a comprehensive range of services that makes the new facility the hospital of first choice for the population.	Director of Strategy	Yearly	Trajectory to 2 years after hospital opening
Patients will experience faster access to treatment	Average referral to treatment time	2017/18 outcomes	Targets to be set following base lining activities	Hospital information Systems	That new service model will support improved patient throughput	Director of Strategy	Yearly	Trajectory to 2 years after hospital opening

**Midland Metropolitan Hospital Benefits Realisation Plan**

<b>Benefit Category: E: Improved Accessibility of Services for the Local Population</b>								
<b>Benefit Description</b>	<b>Indicator</b>	<b>Performance</b>		<b>Measurement</b>	<b>Assumptions</b>	<b>Responsibility</b>	<b>Review Frequency</b>	<b>Date for Realisation</b>
		<b>Baseline</b>	<b>Target</b>					
Patients will be able to access services at times convenient to them	Increase in number of evening clinics Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Count of evening clinics on hospital system Patient Questionnaire	That new operational policies will be agreed and resourced to extend working hours	Director of Strategy	Yearly	Trajectory to 2 years after hospital opening

Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category F: Improved Flexibility and Quality of Accommodation								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Patients will experience improvement in the hospital environment	Patient satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Patient questionnaire	That the design will improve the patient experience	Director of Estates	Yearly	1 year after hospital opening
Staff will experience improvement in the hospital environment	Staff satisfaction measures	2017/18 outcomes	Targets to be set following base lining activities	Staff questionnaire	That the design will improve the staff experience	Director of Estates	Yearly	1 year after hospital opening
The new hospital will be a high quality building	Hospital condition survey	2017/18 outcomes	100% at highest rating	Estate code performance management tools	That the PFI provider will build and maintain a high quality building	Director of Estates	Yearly	On opening
The new hospital will meet all statutory requirements	Statutory compliance standards survey	2017/18 outcomes	100% at highest rating	Estate code performance management tools	That the PFI provider will adhere to national standards and that flexible design will enable changes in response to legislation	Director of Estates	Yearly	On opening

Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category F: Improved Flexibility and Quality of Accommodation								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
The hospital will record 'excellent' on facility stakeholder reviews	PEAT PPI / LINKs visits	2017/18 outcomes	Excellent rating	PEAT visit Survey by public scrutiny groups	That the hospital design and build will provide an excellent environment and that facilities management and working practices maintain best possible results	Director of Estates	Yearly	On opening
The hospital facility will provide the best possible environment for clinical care	Number of peer reviews recording excellent outcome in relation to facility care	TBA	Excellent rating	Aggregated results of peer review across 2 year periods	That the hospital design will provide the best environment for acute care	Director of Governance	Biyearly	Three Years after hospital opening
The facility will be flexible to change in use	Facility utilisation rates	2017/18 outcomes	Targets to be set following base lining activities	Estate code performance management tools	The generic space design will facilitate change in utilisation as healthcare develops	Director of Estates	Yearly	2 years after hospital opening
There will be minimal interruption to hospital services for maintenance and repairs	Service failure points review	measure against standards we set for scheme	Target set aligned to PA threshold	Payment mechanism process	That effective FM services are being maintained	Director of Estates	Yearly	2 years after hospital opening
Ability to contribute to reduced carbon emissions	Reduction in Kg CO <sup>2</sup> Measures	Expected annual production: 105 KgCO <sup>2</sup>	Reduce by 30% = 2665 tonnes CO <sup>2</sup>	Carbon emission measures	That new building will meet targets set for energy consumption	Director of Estates	Yearly	1 year after hospital opening

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category G: Improved Ability to Develop / Sustain Services and Respond to Commissioning Intentions								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Achievement of the local health community vision for Towards 2010	Length of stay OP activity targets Planned admission activity targets Emergency admission activity targets	Activity model trajectory	Activity model trajectory	Hospital information systems	That the new service model will support effective implementation of the Towards 2010 model	Director of Strategy	Yearly	Trajectory to 2 years after hospital opening
Ability to introduce new service developments	Number of new services introduced to Directory of Services	TBA	Targets to be set following base lining activities	Reports from Directory of Services	That centralisation will sustain new developments	Director of Strategy	Biyearly	3 years after hospital opening
GPs will be satisfied with range of services provided	GP satisfaction measures	TBA	Targets to be set following base lining activities	GP Questionnaire	That GPs will endorse the new hospital and service model and will value services developing over time	Director of Strategy	Bi Yearly	2 years after hospital opening
Improved academic and research services and facility	Number of nationally accredited research projects per year	2017/18 outcomes	20% increase in projects	Research project database	That a purpose built integrated research and education facility will attract new research business and best clinical leaders	Medical Director	Yearly	Trajectory to 2 years after hospital opening

## Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category H: Financial Benefits								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Responsibility	Review Frequency	Date for Realisation
		Baseline	Target					
Forecast PFI Unitary Payment will be delivered at Financial Close	Unitary Payment	OBC Baseline	OBC Forecast	PFI Financial Model	Discount inflation	Director of Finance	Once	At Financial Close
Variations to PFI Project Agreement limited to maximum of 5%	Forecast Capital Cost within PFI Project	OBC Baseline	OBC Forecast plus 5%	PFI Financial Model	Discount inflation	Director of Finance	Once	At Hospital Opening
Equipping requirements of the New Hospital delivered within agreed capital costs	Price adjusted Capital Equipping Budgets	OBC Baseline	OBC Forecast	Trust Capital Programme	Discount inflation	Director of Estates	Once	At Hospital Opening
Achievement of Budget Forecasts for New Hospital	Savings made due to service / workforce redesign enabled by new hospital development	OBC Baseline	OBC Forecast	Trust Budget Book	Discount inflation Excludes service changes agreed with commissioners	Director of Finance	Yearly	1 year after hospital opening
Achievement of Energy Budgets for New Hospital in real terms	Price adjusted energy costs	OBC Baseline	OBC Forecast	Trust Budget Book	Discount inflation	Director of Facilities	Yearly	1 year after hospital opening
Forecast changes in Trust Income will be delivered	Price adjusted Trust Income	OBC Baseline	OBC Forecast	Trust Budget Book	Discount inflation	Director of Finance	Yearly	1 year after hospital opening
Improved Hard and Soft FM unit costs	Actual costs	OBC Baseline	OBC Forecast	Trust Budget Book	Discount inflation. Effective management of operational changes	Director of Facilities	Yearly	1 year after hospital opening



Midland Metropolitan Hospital Benefits Realisation Plan

Benefit Category J: Local Area Regeneration								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Resp for Measurement	Review Frequency	Date for Realisation
		Baseline	Target					
The local area environment will regenerate around the new hospital	Hectares under development	TBA	Targets to be set following base lining activities	Council Planning Department measures	That the hospital development will support development and implementation of regeneration plans	Director of Estates	Yearly	1 year after hospital opening
The diversity of the hospital workforce will be enriched	Workforce ethnicity compared to local community mix	TBA	Targets to be set following base lining activities	Workforce information systems	That the workforce transition model will consider local employment and that employment practices will support best practice	Director of Workforce	Yearly	2 years after hospital opening
Construction related jobs & opportunities for local people	Number of local jobs created in construction	2017/18 figure	Targets to be set following base lining activities	KPI based on Targeted Recruitment & Training within the City Strategy Model.	Targeted recruitment and training opportunities identified from the out-set of clearance, demolition and construction works	Think Local Construction	Yearly	2012 - 15
Supply chain opportunities for local contractors and SME's in consequence to the construction and facility management	No of supply chain companies registering contract opportunities	TBA	Targets to be set following base lining activities	KPI based on supply chain companies registering contract opportunities on the Councils web portal.	That from the consequence of new development – smaller businesses within the borough will benefit from new procurement	Find it in Sandwell	Monthly	2010/13

**Midland Metropolitan Hospital Benefits Realisation Plan**

Benefit Category J: Local Area Regeneration								
Benefit Description	Indicator	Performance		Measurement	Assumptions	Resp for Measurement	Review Frequency	Date for Realisation
		Baseline	Target					
				<a href="http://www.finditinsandwell.co.uk">www.finditinsandwell.co.uk</a>	opportunities.			