

<b>REPORT TITLE:</b>	MMUH Report		
<b>SPONSORING EXECUTIVE:</b>	Rachel Barlow – Chief Development Officer		
<b>REPORT AUTHOR:</b>	Rachel Barlow – Chief Development Officer		
<b>MEETING:</b>	Public Trust Board	<b>DATE:</b>	5 <sup>th</sup> October 2022

<b>1. Suggested discussion points</b> <i>[two or three issues you consider the Trust Board should focus on in discussion]</i>
<p>The Midland Metropolitan University Hospital (MMUH) is due to open in Spring 2024. As the Trust starts to get ready for a safe move into the new hospital there is an underpinning integrated delivery plan that enables us to optimise the associated benefits for our Patients, People and Population.</p> <p>Our commitment is to be open and honest about the countdown and preparedness to open the new hospital successfully. This paper informs the Trust Board of the work streams scope of work and sets out how we will report on progress against the programme critical path, risks management and importantly bring to life real stories and examples from all our work streams and what will change in the context of being a patient or carer, as a member of staff or a key partner organisation and our local population.</p>

<b>2. Alignment to our Vision</b> <i>[indicate with an 'X' which Strategic Objective[s] this paper supports]</i>												
<table border="1"> <thead> <tr> <th>OUR PATIENTS</th> <th></th> <th>OUR PEOPLE</th> <th></th> <th>OUR POPULATION</th> <th></th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>X</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td>X</td> <td>To work seamlessly with our partners to improve lives</td> <td>X</td> </tr> </tbody> </table>	OUR PATIENTS		OUR PEOPLE		OUR POPULATION		To be good or outstanding in everything that we do	X	To cultivate and sustain happy, productive and engaged staff	X	To work seamlessly with our partners to improve lives	X
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<b>3. Previous consideration</b> <i>[at which meeting[s] has this paper/matter been previously discussed?]</i>
N/a

<b>4. Recommendation(s)</b>
The Public Trust Board is asked to:
a. <b>DISCUSS</b> the proposal and provide comment
b. <b>EXPECT</b> monthly MMUH reports going forward at Public Board

<b>5. Impact</b> <i>[indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]</i>						
Board Assurance Framework Risk 01		Deliver safe, high-quality care.				
Board Assurance Framework Risk 02		Make best strategic use of its resources				
Board Assurance Framework Risk 03	X	Deliver the MMUH benefits case				
Board Assurance Framework Risk 04		Recruit, retain, train, and develop an engaged and effective workforce				
Board Assurance Framework Risk 05		Deliver on its ambitions as an integrated care organisation				
Corporate Risk Register [Safeguard Risk Nos]						
Equality Impact Assessment	Is this required?	Y		N		If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N		If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM NHS TRUST

## Report to the Public Trust Board on 5<sup>th</sup> October 2022

### MMUH Report

#### 1. Introduction

- 1.1 The Midland Metropolitan University Hospital (MMUH) is due to open in Spring 2024.
- 1.2 The opening of the new hospital and the realisation of the associated benefits, requires delivery of large scale transformation and preparedness in our acute services, planned care services and community services.
- 1.3 The MMUH Programme is now at the stage of preparedness and getting ready to safely open the new hospital in 2024.
- 1.4 This paper describes the work in progress to lock down the new critical (programme) path, the scope of the workstreams and an outline proposal for monthly reporting in the Public Board.

#### 2. The Integrated Programme and work stream content

- 2.1 A programme as complex as that of opening a new hospital has a detailed project plan. Our Integrated Programme has 10 workstreams which each have a detailed delivery programme:

- Clinical Services
- Clinical Support Services
- Workforce
- Operational Commissioning and Equipping
- Affordability
- Benefits
- IT
- Communications and Engagement
- Estates
- Construction

The scope of each of these work streams is summarised in Annex 1; **Summary scope of work streams.**

- 2.2 The construction timeline to achieved practical completion in 2023 was reset earlier this year.

- 2.3 Practical completion is the point at which the construction provider (Balfour Beatty) hand over the completed building to the Trust. The Trust then require a period of time to complete clinical testing of the building, orientate staff to the new environment and ensure new ways of working are in place to complete a safe move and open the new facility.
- 2.4 The MMUH Programme team are completing a validation of each of the work stream project plans to align with the reset construction project plan. The result of this work will be a revised critical path linking all work streams to a single timeline to ensure a safe opening of MMUH in 2024.
- 2.5 The revised critical path will be completed by mid-October 2022 and will be the plan by which we will report going forward.

### **3. Proposal for Trust Board reporting**

- 3.1 Our commitment is to be open and honest about the progress towards opening MMUH in 2024.
- 3.2 There is large scale transformation to be delivered in advance of opening MMUH. There will for certain be challenges along the way as well as much success to celebrate.
- 3.3 Like any major project we will not only track progress against our critical path ie; have inputs / actions happened on time?, but we will track the impact results eg; have we avoided unnecessary admissions through successful and effective same day emergency care pathways, have we successfully recruited new staff, have we evidenced effective public engagement?
- 3.4 We will report quarterly on progress against the critical path activities and our preparedness to move to the new hospital on time. This report will include our red risks assessments and mitigation plans.
- 3.5 Each month we intend to bring life real stories and examples from all our work streams in the context of being a patient or carer, as a member of staff or a key partner organisation and our local population. These stories will be related to the intended and actual benefits that we intend to deliver for our Patients, People and Population ie; what is actually going to change. Those stories will be presented though a variety of methods including videos, surveys, staff and patient stories, presentations and written papers. We will also be clear on how we learn lessons from those organisations that have opened new hospitals before us.
- 3.6 As we reach the point in the programme where we make a decision that we are ready to move on a named date, we will be open and transparent about the information that has informed that decision and any residual risks that are known at that time.

3.7 Full benefits realisation will be achieved after the hospital opens, so reporting to the Public Board will continue into 2024 beyond the opening of MMUH.

## **2. Recommendations**

2.1 The Public Trust Board is asked to:

- a. **DISCUSS** the proposal and provide comment
- b. **EXPECT** monthly MMUH reports going forward at Public Board

Rachel Barlow  
Chief Development Officer

September 2022

**Annex 1: Summary scope of work streams.**