

## Annex 1; Summary scope of Work Streams

Clinical Services	Clinical Support Services	Workforce	Operational Commissioning and Equipping	Affordability
<p>Deliver the transformational impact of the agreed acute care model and the benefit outcomes.</p> <p>Track activity assumptions and transformational impact to assure clinical fit in the bed base and over all designed estate.</p> <p>Ensure every service delivers the required transformation to function safely and effectively in MMUH, the Treatment Centres and community / PLACE based services for Spring 2024</p> <p>Embed 7 day service standards to successfully improve the associated benefits indicators including improved mortality, reduced LOS and improved patient/ staff satisfaction.</p> <p>Ensure the effective 24/7 running of the MMUH site including hospital by night and day function and a level of professional standards which optimises patient flow and timely clinical decision making .</p> <p>Design and standardise ward and departmental practice to enhance safety and optimise therapeutic care opportunities offered by the design of MMUH . (Link to FOC).</p>	<p>Ensure every clinical support service delivers the required transformation to function safely and effectively in MMUH, the Treatment Centres and community / PLACE based services for Spring 2024.</p> <p>Ensure clinical support services SoPs are developed which are standardised across the estates and provide efficient and effective service delivery.</p> <p>Oversee the Logistics Strategy implementation inclusive of the Automated Guided Vehicle and the associated integrated Logistics team.</p> <p>Ensure receipt and distribution for all sites is effectively set up and runs.</p> <p>Ensure mandated industry standards are met for services including soft FM.</p> <p>Oversee robust contract management with providers for clinical support services including B-braun sterile supplies and transport.</p> <p>Ensure readiness of Soft FM services across all the Estate.</p> <p>Ensure the readiness of all non clinical departments and corporate services to function effectively in 2024 including education and research.</p>	<p>Demonstrate and deliver an effective recruitment service to the agreed workforce model which provides safe and effective staffing in a contractually sound and safe manner.</p> <p>Implement robust contract management procedures for services being outsourced and monitor and report on performance.</p> <p>Deliver the Management of Change process to ensure all staff are ready to work in the service model designed for 2024. This will be inclusive of all ESR essential changes and the interface with other workstreams.</p> <p>Deliver an effective Organisational Development programme to ensure teams are ready to work safely and effectively in 2024 which is aligned to the Trusts values.</p> <p>Complete the necessary upskilling programme to support clinical and non clinical transformation of services.</p> <p>Ensure staff are prepared and ready to work with new admin and meeting space arrangements.</p> <p>Ensure staff readiness criteria are met to make a safe Go/ No Go decision to move including fully staffed rotas.</p> <p>Design and deliver a comprehensive induction programme.</p>	<p>Ensure the operational commissioning of MMUH is delivered to programme and within budget and provides safe facility to operate from.</p> <p>Ensure licences and accreditations are met to enable the move to MMUH and the function of services on retained estates.</p> <p>Ensure all policies and SOPs are up to date and signed off pre move.</p> <p>Ensure all pre move scenario testing is completed to inform a readiness assessment.</p> <p>Ensure all equipment is identified, procured and installed/ in place to support services, inc any large contracts like MIES/radiology.</p> <p>Ensure staff readiness via completed induction and familiarisation processes to inform Go/ No Go decision making to move.</p> <p>Design and plan a safe and effective move schedule and process which is communicate and understood by all departments., inc sign off (governance)</p> <p>Complete timely and safe snagging in first 100 days.</p> <p>Record evaluation and lesson learnt for commissioning and move.</p>	<p>Oversee Construction affordability in line with the Contract and the Memorandum of understanding.</p> <p>Deliver effective moderate term financial planning of income and expenditure for the Trust to demonstrate acceptable affordability.</p> <p>Engage and work with ICB's, commissioners and NHSE to optimise funding and ensure good financial planning.</p> <p>Ensure effective procurement readiness to support all services in 2024 inclusive of move</p> <p>Ensure all budget books and associated financial / procurement systems and contracts are updated and ready for new departments and teams in 2024.</p>

# Summary scope of Workstreams; continued

## Benefits

To review and update the benefits case for MMUH and produce a revised benefits schedule which is signed off and approved.

To identify, track and demonstrate the benefit associated with the MMUH and report regularly on the delivery of benefits.

## IT

Reconfigure clinical systems to support delivery of the agreed clinical model to time.

Ensure core infrastructure is in place, tested and resilient.

Ensure all necessary End User Devices, medical devices and systems are procured and in place; work with ward/ departmental standardisation project to align the use and practice of IT in the work place with safety enhancements.

Deliver digital wayfinding scheme to ensure that staff, patients and visitors are able to navigate around the MMUH in a coherent and effective manner.

Ensure good and effective telephony and messaging services in place.

Ensure bed head systems, nurse call and screen content are all implemented and managed to enhance patient and staff experience.

Ensure all security systems are in place and working across the estate (not just MMUH).

Deliver safe (IT) move through robust governance procedures.

Complete timely and safe snagging in first 100 days.

## Comms and Engagement

Ensure effective public and stakeholder engagement activities within a detailed comms and engagement plan to include website and social media content management, media management, stakeholder updates and local residents forums.

Deliver an Urgent Care Campaign for Opening.

Recruit and deploy ambassadors and volunteers to promote changes and benefits in MMUH as well as the Treatment Centres and community based locations.

Ensure volunteers are recruited and trained to support the move to and Opening of MMUH.

Deliver the Arts Programme inclusive of the Opening Festival .

Achieve Fundraising goals to support the enhanced MMUH experience.

## Estates

To ensure readiness of the Trust Estates leadership team and Hard FM provider to receive the MMUH building handover and secure and maintain the estate.

To separate the City Site infrastructure between retained and non retained estate in 2022.

To prepare the non retained City ad Sandwell sites for vacant possession.

To effectively manage the stakeholder relationship and City site lease agreement with Homes England, through to agreed possession.

To ensure safe transition of services from non retained estate to a final 'home' location.

To have an agreed estate design and capital plan as part of a new Estates Strategy for all retained estate.

To safely decommissioning the non retained estate..

Record evaluation and lesson learnt for commissioning and move.

## Construction

Ensure the MMUH construction project is delivered on time, within budget and to the agreed quality criteria (all in line with the contract and MoU etc). This includes the effective and safe completion of all technical commissioning to allow for the MMUH to be handed over.

Manage all external advisors working on the MMUH construction project, including robust contract management performance reviews.

Ensure the NEC contract is administered in a contractually sound manner.

Ensure the MMUH is ready to be handed over to the Trust at the agreed time and is able to support the operational commissioning phase of the project, which includes the availability of all documentation (reference completion checklist for complete scope).

Ensure all relevant licences, sign offs and approvals are in place to support the effective completion and handover of the MMUH contraction project.

Ensure the MMUH is handed over with minimal defects and that a defects rectification process is in place to see the successful close out of such defects.