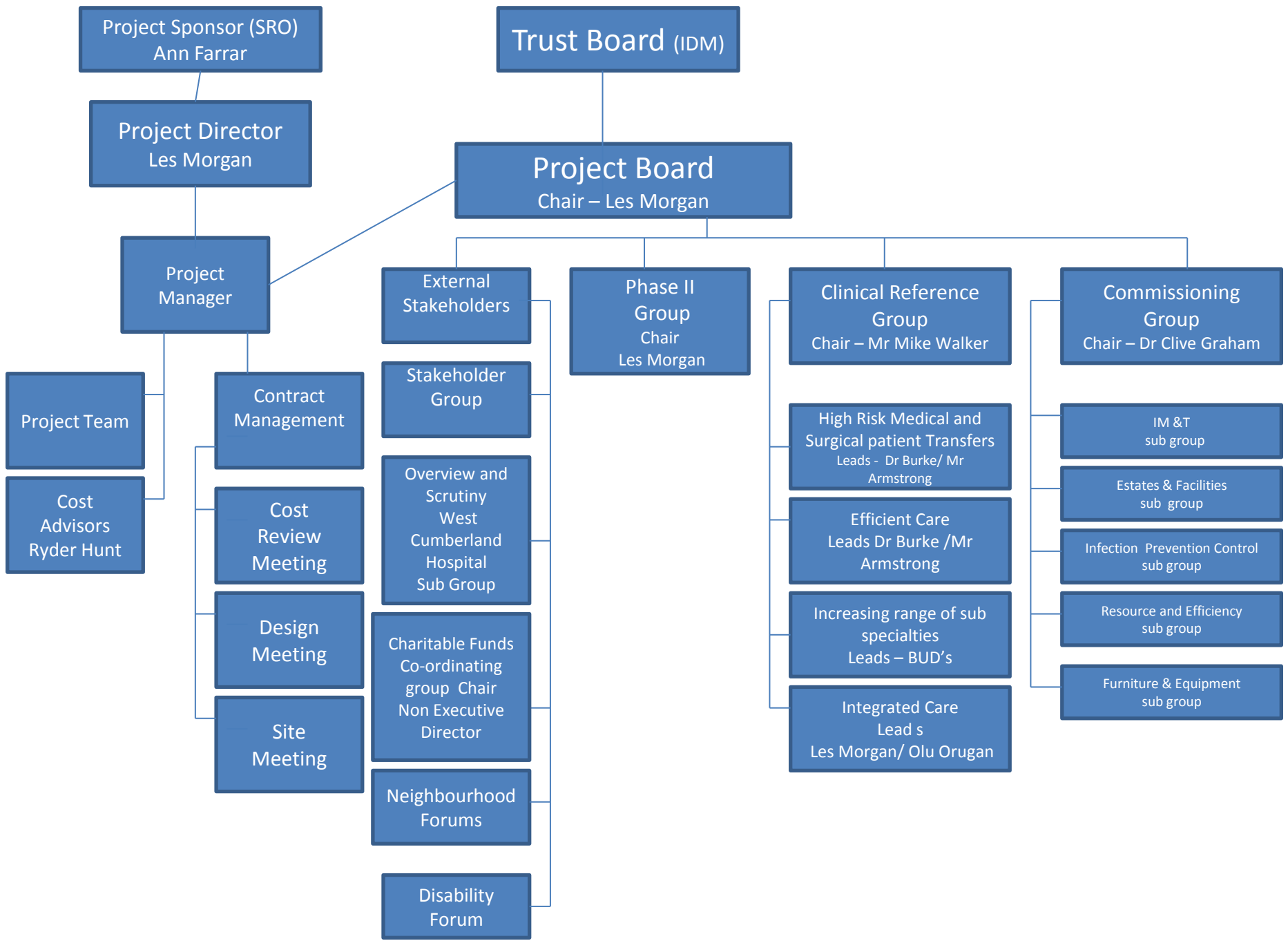


West Cumberland Hospital Redevelopment

Project Structure and Governance Arrangements

Les Morgan - Project Director



Project Sponsor (SRO)
Ann Farrar

Trust Board (IDM)

Project Director
Les Morgan

Project Board
Chair – Les Morgan

Project Manager

Project Team

Cost Advisors
Ryder Hunt

Contract Management

Cost Review Meeting

Design Meeting

Site Meeting

External Stakeholders

Stakeholder Group

Overview and Scrutiny
West Cumberland Hospital
Sub Group

Charitable Funds
Co-ordinating group
Chair
Non Executive Director

Neighbourhood Forums

Disability Forum

Phase II Group
Chair
Les Morgan

Clinical Reference Group
Chair – Mr Mike Walker

High Risk Medical and
Surgical patient Transfers
Leads - Dr Burke/ Mr
Armstrong

Efficient Care
Leads Dr Burke /Mr
Armstrong

Increasing range of sub
specialities
Leads – BUD's

Integrated Care
Lead s
Les Morgan/ Olu Orugan

Commissioning Group
Chair – Dr Clive Graham

IM &T
sub group

Estates & Facilities
sub group

Infection Prevention Control
sub group

Resource and Efficiency
sub group

Furniture & Equipment
sub group

Project Board

Chair
Les Morgan

Frequency - Monthly 3rd Tuesday PM

Membership – Project Director, Non Executive Director, Medical Director, Director of Operations, Director of Nursing, Director of Finance, Director of Clinical Transformation, Director of HR, Director of Estates and Facilities, Business Unit Directors, Deputy Business Directors, CCG commissioners

Purpose - to represent the wider ownership interests of the Trust in order to maintain co-ordination in the delivery of the programme. Generally, the Project Board will receive detailed monthly reports from the Project Manager, and will approve all time, cost, quality and function constraints, and will approve any variations required to the project. The project board will be in two sections. Section 1 will deal with New build contract management issues and will include attendance of representation from LOR. Section 2 will deal with system and clinical change issues and will not include LOR representation.

The Project Board will:

- Provide overall strategic direction and guidance and agree all major changes
- Provide assurance to the Trust Board on progress of project
- Receive and approve reports from the Project Director and Project Manager
- Resolve any conflicts escalated by the project team
- Approve the project tolerances for time, quality, cost and function
- Own and review the risk register for the project
- Provide advice and support to the Project Director
- Ensure deadlines are met and progress maintained
- Will develop review and maintain the project risk register

Phase II Group

Chair
Les Morgan

Frequency – Two weekly (initially)

Membership - Project Director, Project Manager(Phase I & II) Medical Director, Director of Estates, Deputy Director of Nursing, Deputy Director of Operations WCH, Risk Manager & Clinical Planner, Head of strategic financial planning, Site Supervisor, F&E project lead,

Purpose - to review all aspects of the WCH site not in the new build i.e. all retained estate & buildings outside the ring road, develop options for redevelopment and disposal and make recommendations to the project board on best way to proceed. This is a time limited group and should be making its recommendations to project board by April 2013. Will keep and maintain a risk register and feed relevant risks into the project risk register.

Commissioning Group

Chair
Dr Clive Graham

Frequency – Monthly

Membership – Project Director, Business Unit Directors, Dep. Dir. Nursing, Associate Dir. Operations WCH, Dep. Business Unit Directors, Project Manager, Risk manager & Clinical Planner, Head of strategic financial planning, Site Supervisor, F&E Lead, Facilities Manager, Quality Matron IPC, Lead Nurses, CCG commissioners

Purpose - To Develop a commissioning plan agreed and owned by the Business units and Corporate departments and performance manage the delivery of that plan by the Business units and corporate departments through its sub groups. Key to this will be delivery of the targets in the 5 key control sheets :-

- Finance
- Workforce
- Physical Estate
- Bed configuration
- Furniture & Equipment

The Commissioning Group will also need to ensure that the commissioning plan and individual control sheets are compatible with and reflect trust wide programmes e.g. Cost improvement programmes, Capital programme, Trust wide reviews. The commissioning group will keep and maintain a risk register and feed relevant risks into the project risk register.

Clinical Informatics sub-group

Chair
Steve Shanahan

Frequency - Monthly (initially)

Membership -

Purpose – To be agreed with Steve Shanahan

Estates & Facilities sub group

Chair
Alan Davidson

Membership – Dir. Of Estates, Project Director, Project Manager, site supervisor, Risk manager and Clinical Planner, facilities manager,

Purpose – To develop and deliver a plan relating to the delivery of estates and facilities functions on the redeveloped site, Portering, Catering, Car parking, Transport etc.

Infection Prevention
Control sub group

Chair
Dr Clive Graham

Frequency - As required and called by the chair (at least quarterly)

Membership - BUD – Clinical Support services, Deputy Director of Nursing, Quality Matron IPC, Lead Nurse IPC WCH, Risk Manager & Clinical Planner.

Purpose: to ensure IPC issues are addressed across the commissioning process and to provide assurance of this to the project board through the commissioning group.

Resource and
Efficiency

sub group

Chair
Les Morgan

Frequency - Monthly

Membership - Project Dir., HR Dir., Finance Dir., Dir. of Estates & Facilities, Dep. Dir. of Nursing, Dep. Dir. of Operations WCH, Dep. Business Unit Directors, Heads of Nursing, Head of strategic financial planning, Clinical directors, Project manager, Risk manager & clinical planner.

Purpose:

- ensure the delivery of the workforce changes needed to ensure a workforce fit for purpose to deliver safe, efficient, high quality services in the redeveloped WCH in line with the targets and milestones of the workforce control sheet.
- ensure delivery of the resource changes needed to deliver the redeveloped WCH in line with the targets and milestones of the financial control sheet.
- ensure that a programme is developed that delivers the bed changes in line with the targets and milestones of the Bed control sheet.
- ensure that all services on the existing site are transferred an identified new home in the redeveloped site in line with the targets and milestones of the physical estate control sheet.

Furniture &
Equipment
sub group

Chair
Les Morgan

Frequency - Monthly (Initially)

Membership - Project Dir., Dep. Dir. Nursing, Quality Modern Matrons, Lead Nurses, **Radiology Lead**, Specialty Business Managers. Project manager, F&E Project lead, Facilities Manager, Site Supervisor

Purpose: to ensure that a programme is created that delivers furniture and equipment needed to safe, efficient and high quality services in line with the targets and milestones of the F&E control sheet and within the financial limits set by the Project Board.

Clinical Reference Group

Chair
Mr Mike Walker

Frequency – Monthly 3rd Tuesday am

Membership - Medical Director, Project Director, Director of Operations, Director of Clinical Transformation, Business Unit Directors, Deputy Business Unit Directors, Deputy Director of Nursing, Clinical Directors WCH, A&E Lead Clinician, Project Manager, Risk Manager & Clinical Planner

Purpose: to develop the Clinical Vision for West Cumberland Hospital and drive the delivery of that clinical vision through the creation of time limited work streams owned and managed by the Business Unit structures. Will keep and maintain a risk register and feed relevant risks into the project risk register.

High Risk Medical and Surgical patient Transfers

Leads
Dr Burke/ Mr Armstrong

Membership - Denis Burke/Barbra Monk, Patrick Armstrong/Louise Corlett supported by Les Morgan, Corinne Siddall and Charlie McGibney.

Purpose - to produce plans for each BU and deliver actions to ensure the transfer of high risk medical and surgical cases to CIC from WCH by 31st March 2013 and develop plan for low risk work transfers CIC & HGH to WCH.

Efficient Care

Leads
Dr Burke /Mr Armstrong

Membership - Denis Burke/Barbra Monk, Patrick Armstrong/Louise Corlett supported by Les Morgan, Corinne Siddall and Charlie McGibney, Radiology lead

Purpose – To produce a plans for each BU and deliver actions to maximise efficiency of physical resources including ,beds though reduced length of stay , theatres through better utilisation, Outpatients though better utilisation across WCH and Community hospitals and job Planning.

Increasing range of sub specialties

Leads
BUD's

Membership - Denis Burke/Barbra Monk, Patrick Armstrong/Louise Corlett supported by Les Morgan, Corinne Siddall and Charlie McGibney.

Purpose – to develop plan to increase the range of sub specialties available on the WCH site

Integrated Care

Trust Lead
Les Morgan/ Olu Orugan

Membership - Senior Clinicians and Senior Managers from Cumbria PCT/CCG, CPFT and NCUHT

Purpose – To produce a plan and deliver actions that will enable the availability to NCUHT of Community Hospital beds to accommodate the reduction of 40 acute beds at WCH as outlined in the 'Care Closer to Home' strategy.

Contract Management

Lead - Project Manager

Cost Review Meeting

Frequency - Monthly

Membership – Project manager, Finance manager, Cost Advisors, LOR

Purpose - Agree and monitor EW schedule, Monitor and manage outstanding CE's ,Review and manage cash flow,

Design Meeting

Frequency - Monthly

Membership - Project Manager, Site supervisor, Risk manager/ Clinical Planner, Designers, LOR

Purpose – Monitor design progress , identify any PSCP or Trust design issues as construction progresses , monitor and manage any design variations agreed by the trust and approved through project Board.

Site Meeting

Frequency - Monthly

Membership - Project Manager, Site supervisor, Risk manager/ Clinical Planner, Cost Advisors, LOR

Purpose - Monitor progress against and maintain programme plan , review forthcoming work on site, discuss any early warnings flagged, monitor legal agreement schedule, receive update and monitor PSCP cost report.

External Stakeholders

Stakeholder Group

Chair - Les Morgan

Frequency – Quarterly

Membership – Project Dir. , Medical Dir. ,PCT/CCG Network Dir., Links, Rev Bannister, higher education, CPFT,

Purpose - Ensure good engagement of key stakeholders ,keeping them informed, involved and up to date with progress and key milestones in the WCH redevelopment.

Overview and Scrutiny West Cumberland Hospital Sub Group

Frequency - Quarterly

Membership – Nominated Local Authority Councillors, Co-opted members, Other Attendees – NCUHT, PCT/CCG, CPFT,

Purpose: Monitoring and providing assurance to the Scrutiny Committee on the delivery of the WCH redevelopment.

Trust Lead s/ Attendees - Mr Mike Walker / Les Morgan

Charitable Funds Co-ordinating Group
Chair Non Executive Director

Frequency: To be agreed

Membership : To be agreed

Purpose: To be agreed

Neighbourhood Forums

Frequency - Quarterly

Membership - Open community forum

Purpose - Community engagement forums of the Local Authorities

Trust Lead - Les Morgan

Disability Forum

Frequency – Attendances as requested

Membership - representatives of disability interest groups

Purpose – Engaging and influencing organisations to ensure the needs of people with a disability are recognised and met in the provision of services

Trust Lead - Les Morgan