



A new model for Health in Stockport

Project Hazel Update Locality Board October 2023

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This slide deck sets the course for Project Hazel for the next twelve months and reflects the confirmation that the current phase of the major new hospital building programme does not include our ambitious plan submitted to Government in July 2021.

The scale of change needed in healthcare delivery is more evident than ever, and the scale of the ambition and opportunity in Stockport is even more apparent as the business case has further evolved.

So, the FT, Council and ICB as partners aligned in our vision, have decided to chart a slightly different path to see if we can deliver our ambition through a phased approach exploring alternative financial and investment models than use of traditional national Government single health capital sources in order to rethink and demonstrate how alternative approaches can deliver value at a system and place level and remove existing barriers to ambitions.

This deck outlines at a high level the journey to date, the case for change and a work programme for the next twelve months including the joint commission of some external expertise to support in identifying the alternative sources of finance to support the phased approach

Finally this deck sets out the next steps in terms of governance, project delivery and alignment to the Locality Board

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1. Timeline and actions to date

In April 2021 Stepping Hill Foundation Trust and Stockport Council developed an ambitious proposal to move Stepping Hill Hospital to the heart of the town centre

Engagement with partners across all sectors took place to test the concept and develop a new model for healthcare linked to the new hospital proposal

In July 2021 a bid was submitted to the Department for Health following a call from Government as part of a new hospital building programme

We have subsequently received confirmation that we have not been selected in this round of new hospital builds.

Work has progressed in meantime on the Business Case and recent discussions with the GM ICB have led to the approach set out in this paper to develop a short-medium plan to progress our ambition as the case for change is strong and reflects the ambitions of Stockport and Greater Manchester

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2. The opportunity for Stockport – a reminder

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The case for change is clear when you visit the current hospital that is located in a very constrained site in the middle of a residential neighbourhood to the south of the town centre

The 'do nothing' scenario would cause a series of problems including:

- Closing inequalities gap and addressing health & wellbeing**
- Deteriorating state of the Estate**
- Significant site accessibility issues**
- Site layout negatively impacting quality of care**
- Poor patient & staff experience**

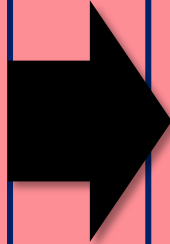
The Vision



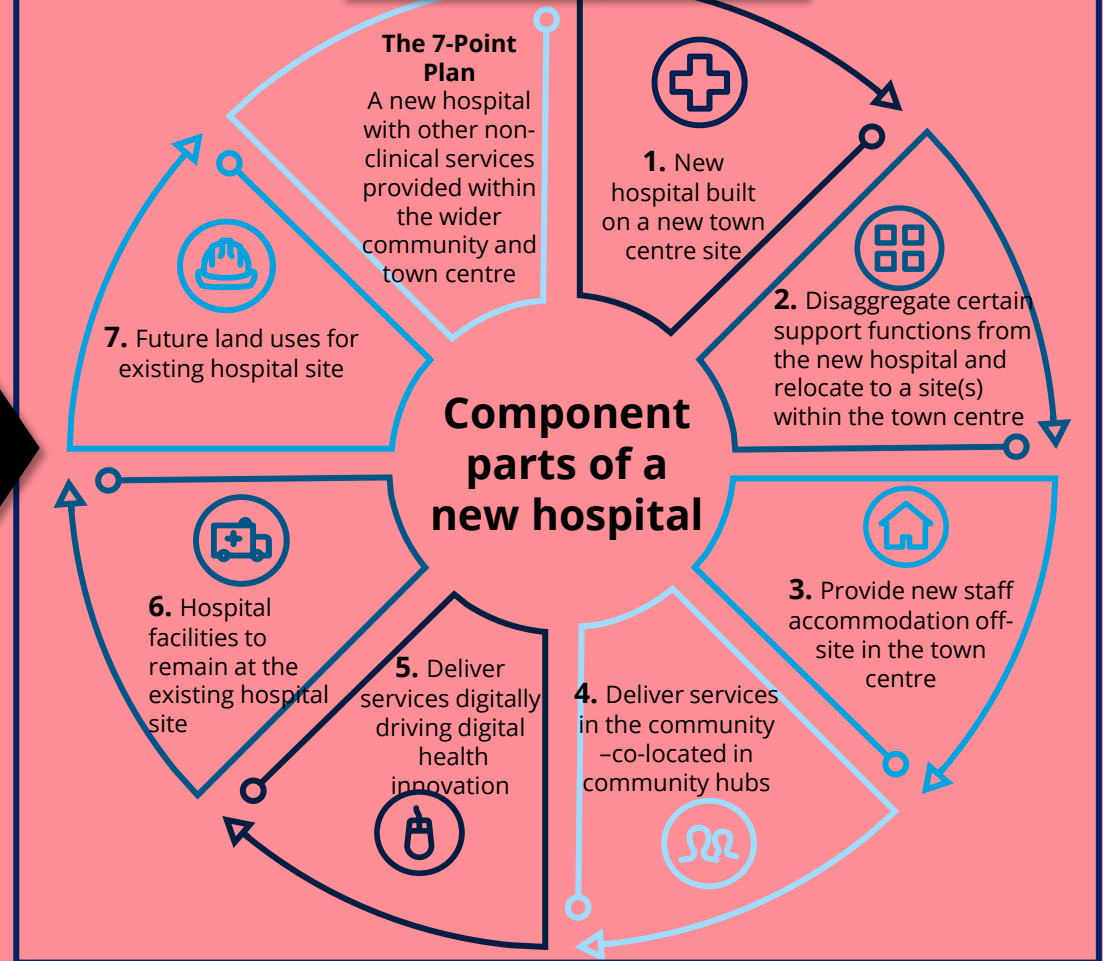
Supports Stockport regeneration and regional-levelling up agenda

Innovative, clinically-led design to shape healthcare delivery over the next 60+ years

Delivery of population health management, to improve health outcomes



Capital Project Plan



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Project Hazel will not only improve health outcomes for residents across the Borough and wider GM, but also generate new place-based and economic regeneration opportunities for Stockport

Benefits of delivering Project Hazel include:

Patient Experience & Clinical Effectiveness

Environmental Sustainability & Net Zero

Financial Position & Sustainability



Workforce Experience & Wellbeing

Place-based & Economic Regeneration

System Efficiency & Productivity

The hospital is a major employer bringing jobs, increased footfall and activity and increased town centre spend

Health innovation will act as a driver for local economic growth and be a catalyst for wider town centre / borough wide regeneration

Increased opportunities for collaborations with academia / research / life sciences / other private sector businesses

Enable part of the town centre to be repurposed away from retail with significant potential to develop other linked developments

Improves retention of skills and talent in the Borough

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3. Workstream Updates

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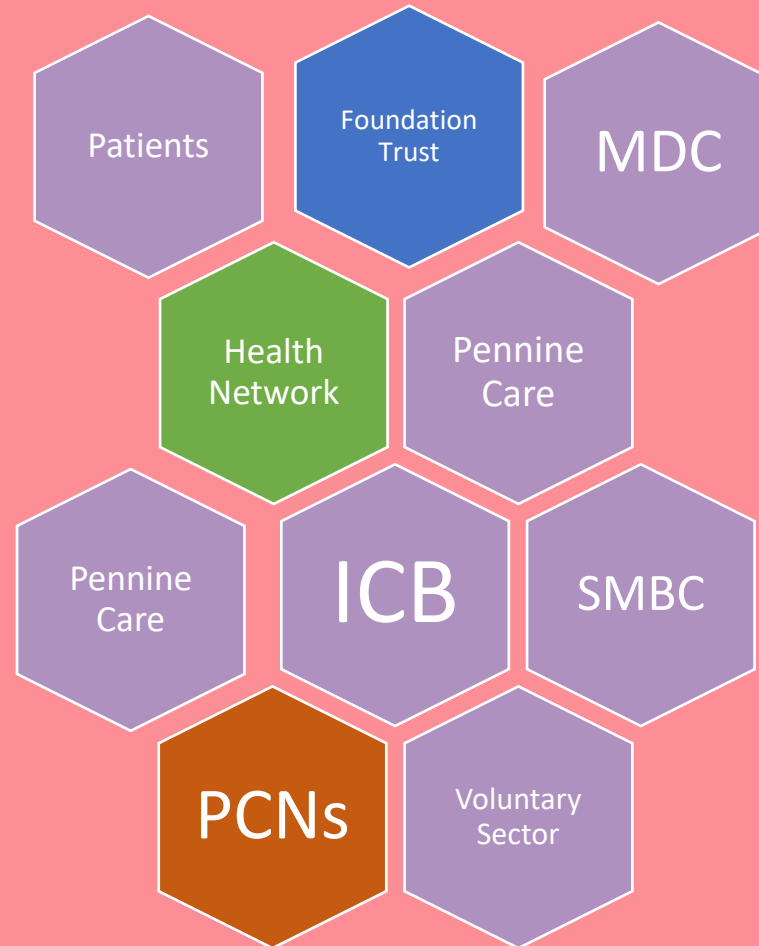
Workstreams

Workstream 1 – Led by Paul Featherstone and James Kington, develop of the 3 – 5 year plan to relocate some of the functions from Stepping Hill Hospital.

Workstream 2 - Led by John Graham, Michael Cullen, and Paul Richards, in partnership with Deloitte, the workstream involves investigating potential funding options and devising a funding strategy, distinct from direct health capital.

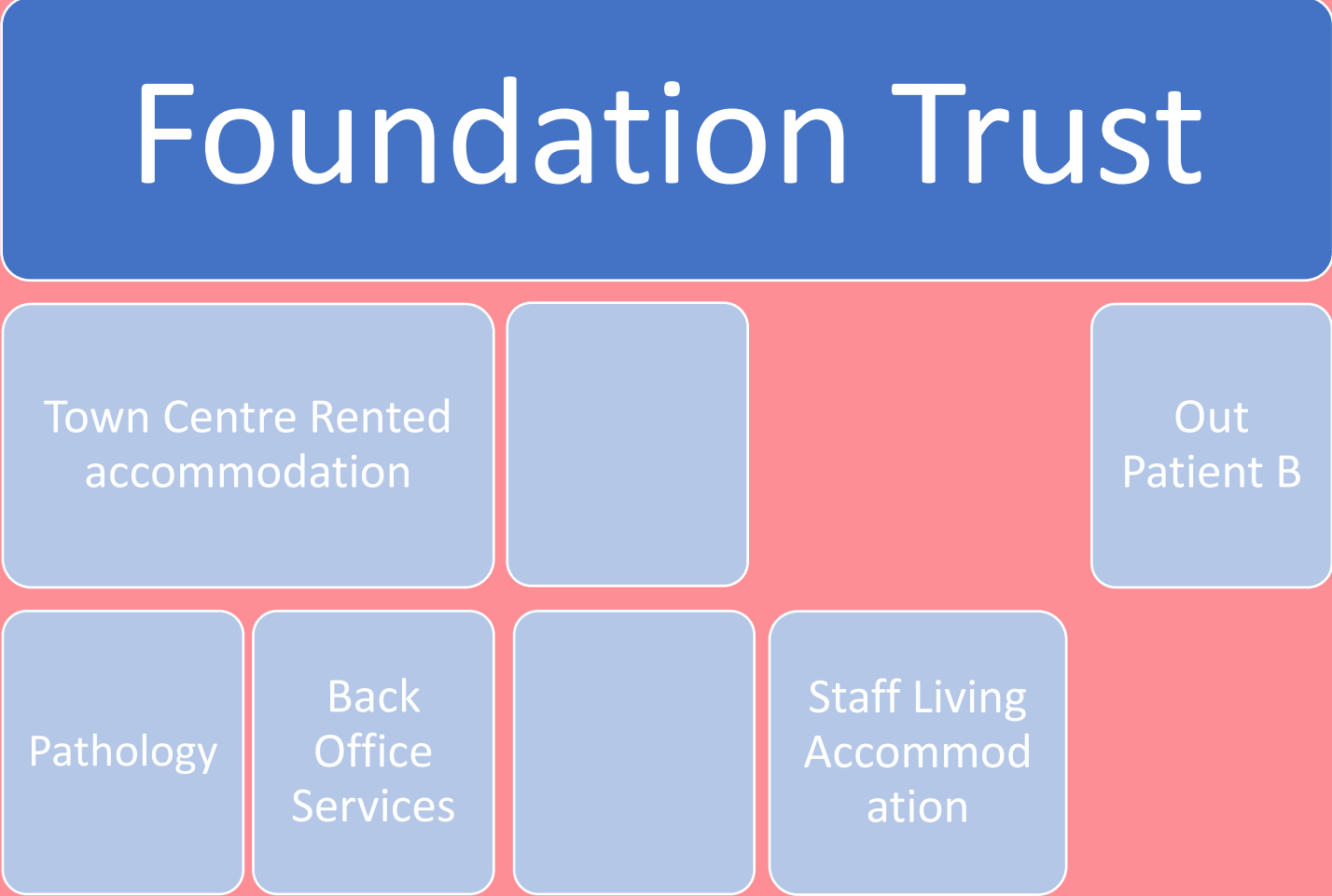
Workstream 1

Key Stakeholders



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Existing Estate Pressures



Existing Estate Pressures

Primary Care Hub

Town
Centre GP

Pharmacy

First
Contact
Physio
Therapy

NHS
Dentistry

Vaccination
Services

Optometry

Social
prescribing

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Existing Estate Pressures

Wider Health Network

Stockport
Dermatology

Sexual
Health Clinic

Breast
Cancer
Screening

Mental
Health
Services

Primary Care Hub

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One Stockport Health Hub

Breast
Cancer
Screening

Town
Centre
GP

Stockport
Dermatology

Vaccination
Services

Mental
Health
Services

First Contact
Physio
Therapy

Out
Patient B

Sexual
Health Clinic

Town Centre Rented
accommodation

Social
prescribing

Back
Office
Services

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Workstream 2

The Phase 1 Development Strategy will still require substantial capital funding. There is no realistic expectation that Government will be making major capital funding available in the short-term, so further external expertise is required to explore alternative funding models and work alongside the Project Team to undertake the following tasks

1.

As part of the Phase 1 Development Strategy identify the potential value of residual land to be released in the current site and risks/constraints associated with release of this land linked to the wider vision

2.

Identify, explore and test alternative funding opportunities and their phasing from public and private sources and the associated risks and/or flexibilities required in order to unlock them. For example, local authority borrowing, national infrastructure bank, LG pension funds, impact bonds

3.

Test the models against the Phase 1 Development Strategy options and identify potential models of delivery in terms of financing, ownership and forms of delivery

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Work to date

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- Final procurement documents being completed to directly appoint Deloitte to carry out a funding options review
- Kick off meeting scheduled for early October
- Project timeline estimates that final report will be ready for review mid-November, in time for the December steering group

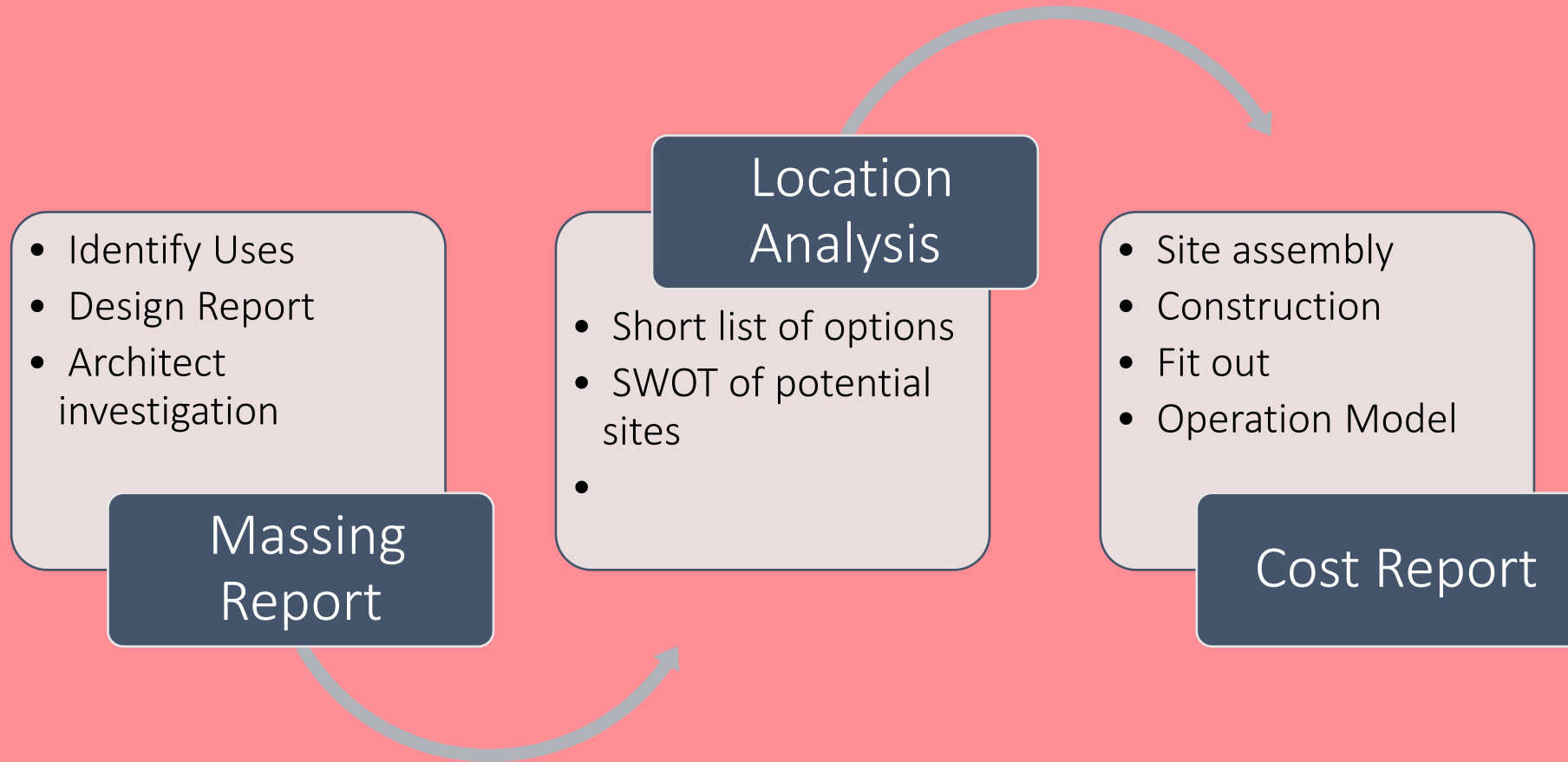
Risk Log

Risks to consider over the next 6 months that may affect the project timeline:

No.	Risk	Risk Category	Effect on Project
1	Insufficient internal resources and expertise		Project unable to progress tasks due to a delay in generating key information
2	Unaligned priorities between Key Stakeholders		Unable to progress at pace to achieve deliverables by December 2023
3	Funding		Need resource available with specific expertise to complete workstreams

4. Next steps – project governance and delivery

Future Stages of Work



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Secondary Workstreams

1.

Staff accommodation – Explore options to support the FT in finding medium term solution's for staff accommodation to free up space at Stepping Hill and Support resruitemnt

2.

Staff Parking – review options for staff parking across the brough to support FT with staff parking pressures

3.

Engage with FT on potential quick wins around relocation of backoffice functions to existing spaces

***Lucy will update this before circulation**

WORKSTREAM 1	Who	August		September				October					November				December				January				
		21st	28th	4th	11th	18th	25th	2nd	9th	16th	23rd	30th	6th	13th	20th	27th	4th	11th	18th	25th	1st	8th	15th	22nd	29th
Receive base data from FT																									
Resource plan agreed																									
Initial works shared by Deloitte																									
KEY MEETINGS																									
SEG																									
FT Estates Group																									
Fortnightly progress meetings with FT																									
Paper deadline																									
Executive Group																									
Paper deadline																									
Locality Board																									
Project Hazel Steering Group																									
ENGAGEMENT																									
Consult with FT																									
Massing & costings exercise																									
Potential site location paper																									