



St Thomas' Update (December 2024)

St Thomas' Integrated Health & Care Centre

'The Centre for Living Well'

82 bed units across 3 floors;
Ensuite, bariatric and studio apartments

Intermediate Care
Dementia & Specialist Care

A multi-disciplinary highly skilled workforce
'Home-First' ethos

Showcasing technology

Therapy rooms and gym and Podium garden

8 Supported Housing Units



Refresh of the Proposal

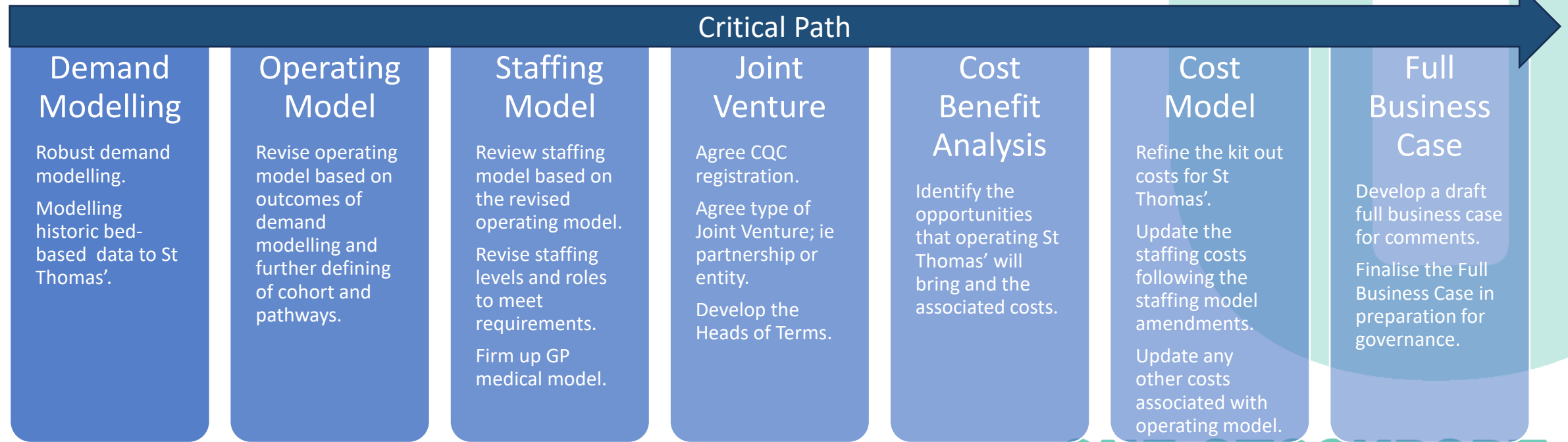
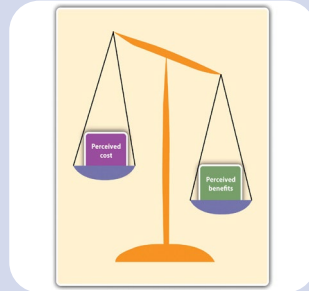
- A unique opportunity for partners in the system to jointly operate an 82-bed health and care facility at St Thomas' Gardens, that will provide Stockport's Intermediate Care Bed base.
- This opportunity would allow the locality system to create an innovative approach to supporting individuals in a community bedded setting that maximises their independence.
- It will consolidate the majority of intermediate care beds in one location, presenting a range of advantages for individuals and for the Stockport system.
- The system mandate for this piece of work has arisen from an Options Appraisal which gave consideration to the future operating model for St Thomas. A partnership arrangement was the preferred option.
- There is agreed commitment between Stockport Foundation Trust (SFT), Stockport Metropolitan Borough Council (SMBC) and NHS Greater Manchester ICB (ICB) to develop a joint and bespoke, integrated health and social care Operating Model that will meet the Stockport system requirements, whilst balancing financial viability and strategic fit.
- A formal partnership agreement between SFT and SMBC, would define the partnership's commitments and risk share for operating.
- The Council with delegated authority has agreed to enter into a construction contract.

ONE STOCKPORT

Background

- Following an Options Appraisal of potential operating models for St Thomas', a decision was made to move forward with the preferred option of a Joint Operating Model between SMBC, SFT and the ICB.
- In February 2024 an agreement was reached between partners to proceed with a Business Case to take to our prospective governance.
- An Outline Business Case was submitted and approved by SFT Board on 2nd May 2024, and SMBC Executive Leadership, with the following recommendations:
 1. Assurance on the operating model and how it be able to meet the needs of our population now and in the future.
 2. Evidence of robust demand modelling to support the operating model and capacity requirements.
 3. Clarification regarding future affordability and organisational liability for any future deficits in funding.
 4. If a joint venture is the final model, a clear understanding of organisational accountability and liability needs to be evident and agreed.
 5. The alternative use for Bluebell would also be of special interest.
 6. As part of the future governance arrangements which deliver the full business case, the Board have requested that regular updates are provided.
- A Critical Path of activities has been developed based on these recommendations that will provide responses to the above for the Full Business Case.

Programme Critical Path to Full Business Case



Programme Progress to-date

- Construction of St Thomas' is now underway, with completion due in March 2027. A Press Release in **North West Place** magazine has recently been published.
- Work has commenced on the critical path activities focusing on responses to the recommendations for the Full Business Case:
 - The historic data modelling of D2A beds and NCTR waiting list and how the needs align with the St Thomas' Operating Model is near completion.
 - Interior design kit out requirements continue to be identified, and we are working closely with construction company and designers to progress internal design elements for the facility and operating model.
 - CQC Registration research undertaken via a similar facility in Sandwell (Harvest View). It is registered by the Council as a Nursing Home with Treat for Disease, Disorder or Injury (TDDI) for health elements.
 - Joint venture scoping with legal teams using collation of partnership risk share information has resulted in 2 potential agreement mechanism being proposed: 1. Contractual Unincorporated Joint Venture. 2. Section 75 Partnership Arrangement.
 - Quality Measures have been developed that will allow the partners to measure the success of operations. Metrics to be determined for these Measures.
 - Ongoing partnership work for the financial cost modelling, cost benefit analysis, benchmarking of bed rates, VAT liability and current costs incurred by residential settings and health and care facility
- Programme update meetings have been held to share progress on the critical path and to discuss key decision points, the most recent on 26th November 2024.

Next Steps

- Continuing to deliver the activities within the Programme Plan.
- Ensuring that the Programme Plan's approach and focus will meet the requirements of the Full Business Case (FBC) and sense check and agree timeline for submission.
- Deploying resources to support delivery of the Plan; skilled and specialist roles, combined effort and aligned prioritisation.
- Further embedding of the programme's governance including pre-Board escalation routes and developing required formats for programme reporting.
- Ensuring that options for Bluebell are being considered so that the financial elements can continue to be included within the cost model.
- Finalising the CQC Registration framework so that it can be applied to the operating model and associated costs.
- Agreeing on the partnership mechanism in order to commence development of the agreement and its requirements for the FBC.

Recommendations for Locality Board

- To note and comment on the progress to-date.
- To note and comment on the next steps.
- To note the current proposed timeline of February 2025 for the Full Business Case.