

*Saving lives,
Improving lives*



Oldham Care Organisation
Northern Care Alliance NHS Group

OLDHAM CARE ORGANISATION

Oldham Health Scrutiny Committee
18th October 2022

Oldham Phase 4A/B Drivers

- Healthier Together business case – consolidation of acute surgery across GM
- Due diligence findings as part of the Pennine transaction
- Poor estate condition – backlog maintenance
- ROH bed deficit
- Improve flexibility of the estate
- Meet critical care standards
- Poor patient flow at ROH
- Improvement of IPC
- Improvement of patient and staff experience
- Lack of capacity for ward upgrade programme

Oldham Phase 4A

- 5,337m² new build
- Two new 24-bed wards
- New theatre above ED
- Total capital value c. **£29m**
- Delivery currently programmed for **August 2023** (8 week slippage)

In addition, fit out programme will deliver:

- 8 bed CCU (to connect to Phase 4B to create 24 beds overall)
- 4 room endoscopy suite
- Capital value TBC – cost plan under review. Budgeted **£6m**.



Oldham Phase 4B

Further expansion of the Oldham campus, adjacent and connected to Phase 4A. Business case approved by NCA Board to deliver:

- 5,337m² new build
- 2x fully fitted 24-bed wards
- 1x fully fitted 24-bed decant ward
- 16 bed CCU connected to 8 bed CCU in Phase 4A (total of 24 beds)
- Total estimated capital value: c. **£43.5m**
- Delivery estimated at **June 2025**

Oldham Phase 4B: Progress

- Detailed design for the building now complete at RIBA 3.
- Procurement process underway; expected confirmation of preferred contractor in October 2022.
- CFO, SRO and Programme Director undertaking GM and national level finance conversations to ensure availability for funding for build from 2023/24 onwards

Oldham Phase 4B: Façade Proposal

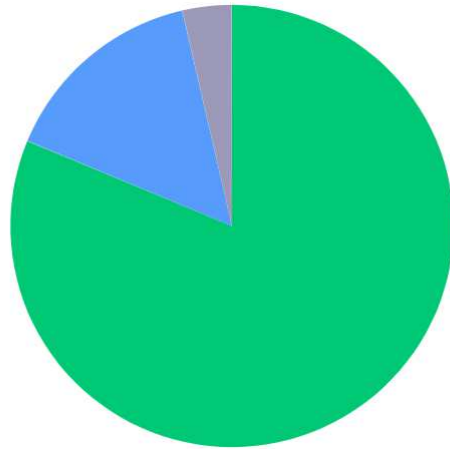


Phase 4B

Phase 4A

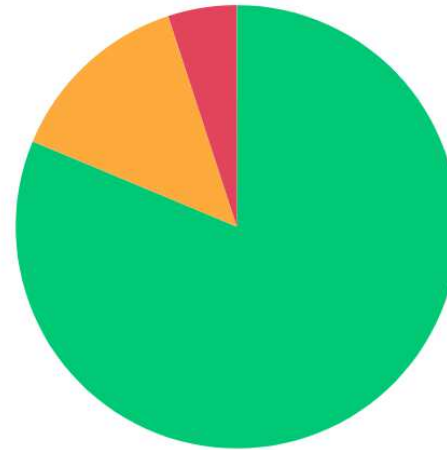
Ockenden 1 Status

Delivery Status



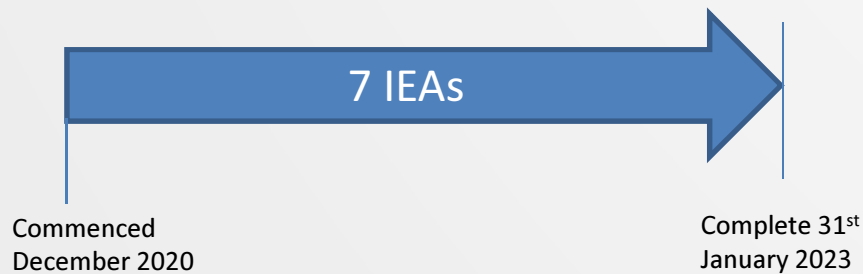
- Complete: 113
- In Progress: 21
- Not Started: 5

Evidence Status



- Evidenced and assured: 113
- Delivered not yet evidenced: 19
- Not yet delivered: 7

Delivery Trajectory



Delivery Status Key

In Progress
Delayed
Complete
Not Started
External Action

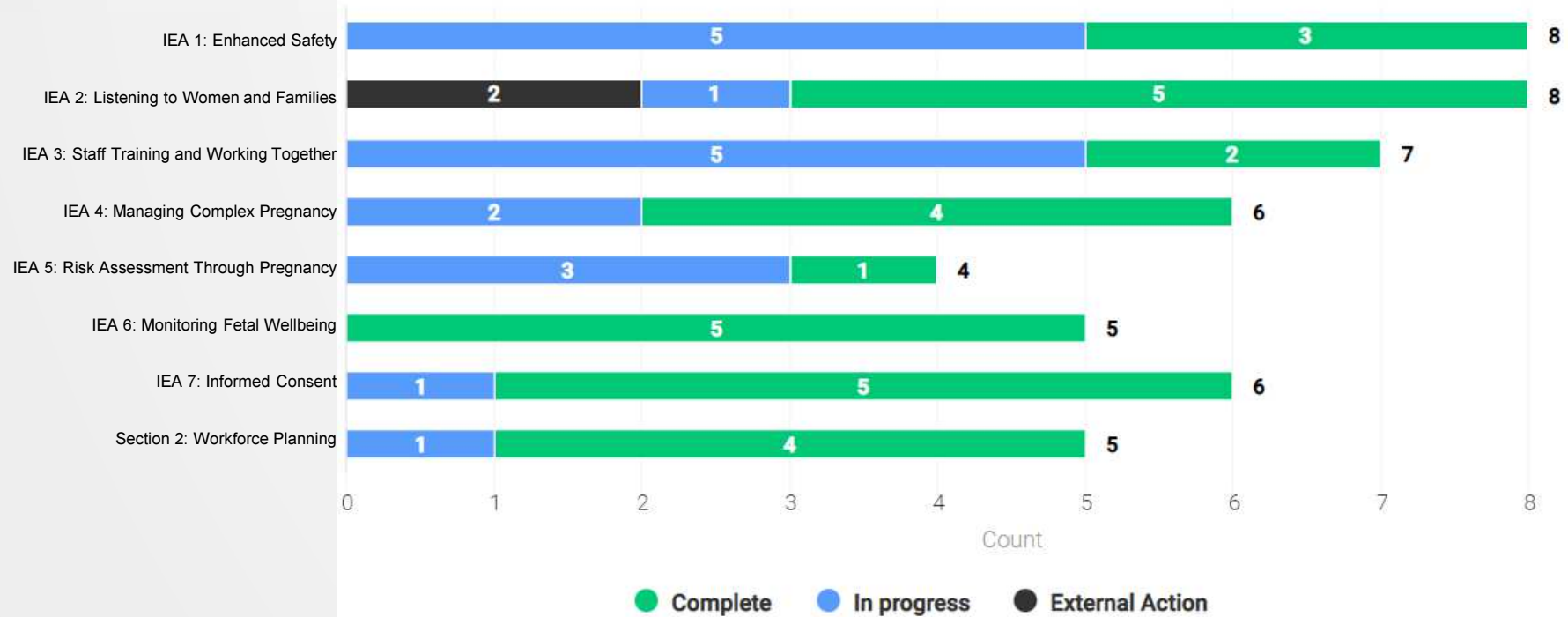
Evidence Status Key

Not yet delivered
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External Action

Ockenden 1
Evidence Tracker

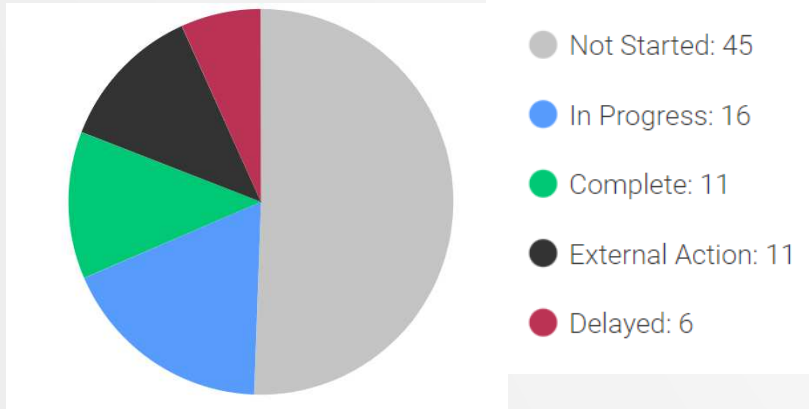
Ockenden 1 Status

Current position of overall IEAs



Ockenden 2 Status

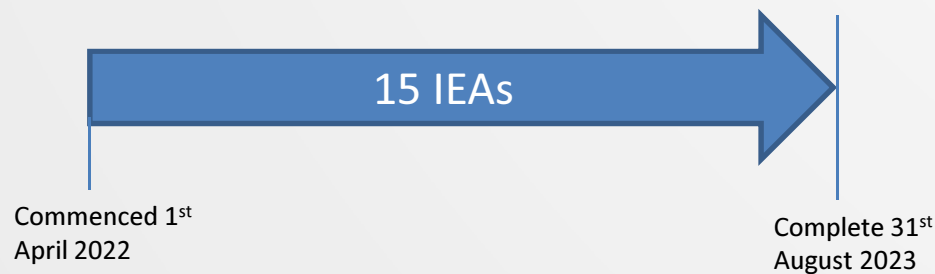
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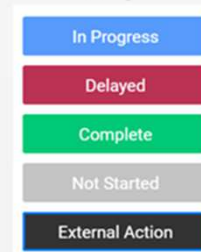
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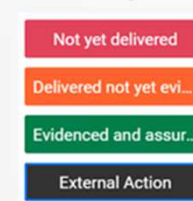
Delivery Trajectory



Delivery Status Key



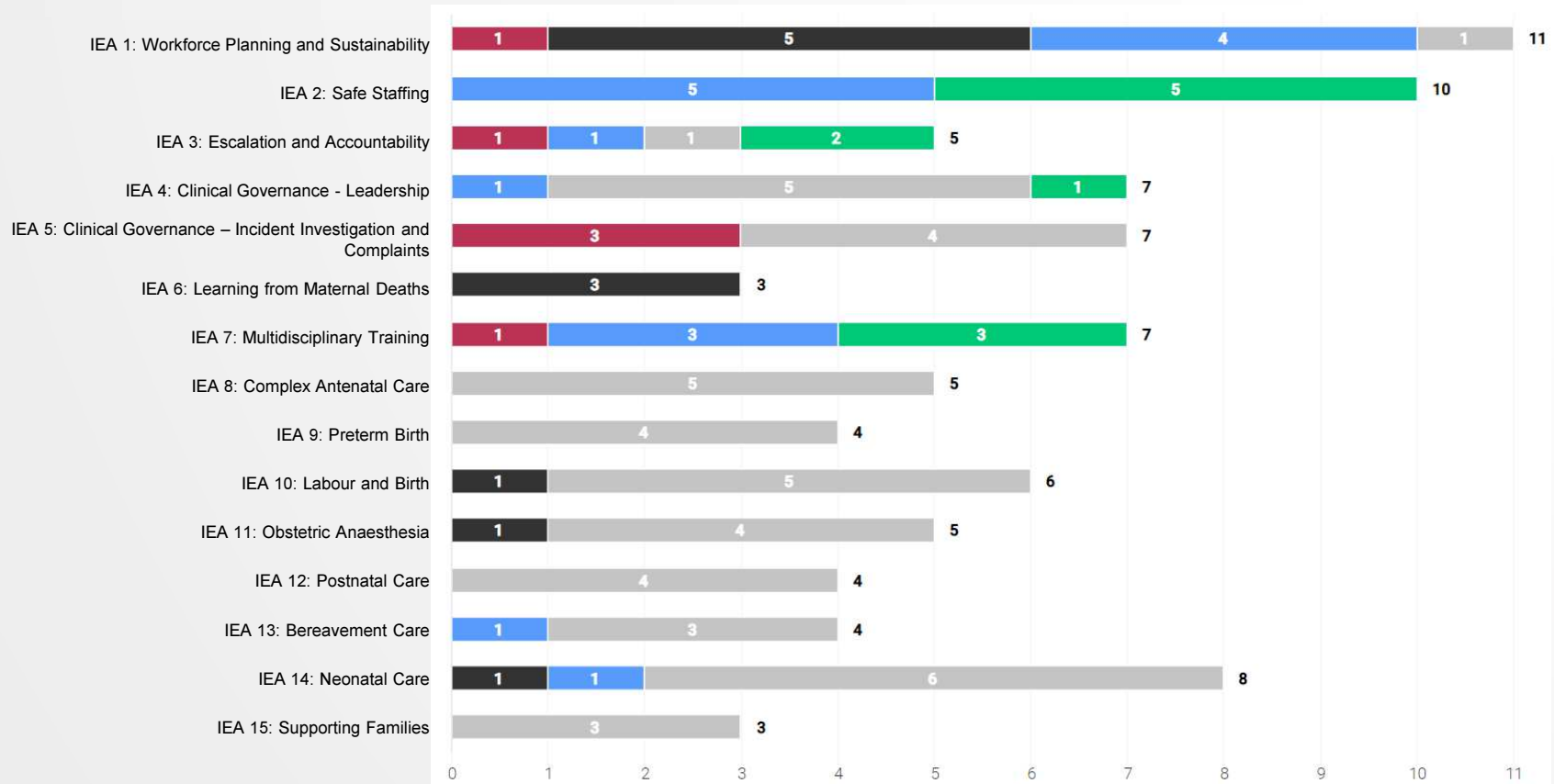
Evidence Status Key



Ockenden Two
Evidence Tracker

Ockenden 2 Status

Current position of overall IEAs



NCA Community Diagnostic Centre – Vision for Salmon Fields Site

Key Messages

- **NCA is at the forefront of the national policy agenda to deliver Community Diagnostic Centres**
- **CDCs will deliver faster and earlier diagnosis of disease in community settings, transforming patient convenience and experience**
- **Oldham Council is a significant partner with NCA on one of country's largest and most high profile CDCs**
- **Maintaining strategic alignment between NCA and Oldham Council on future development phases is critical success factor.**

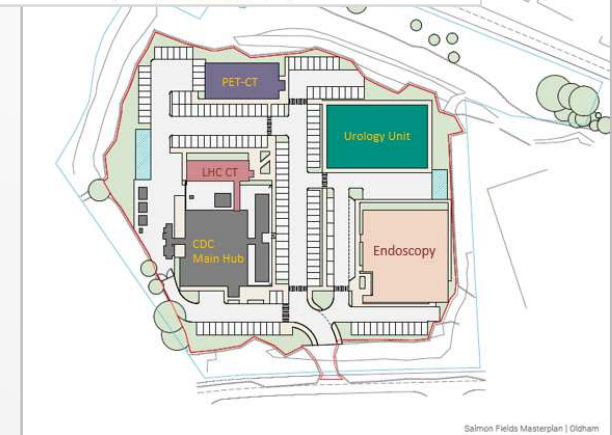
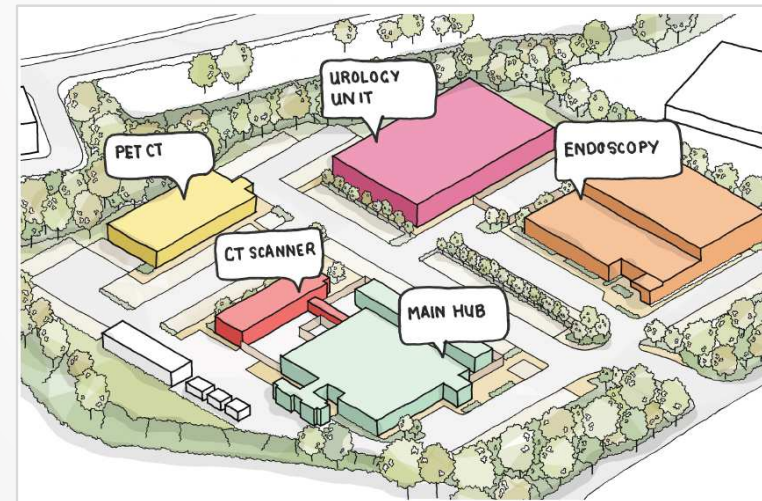
Current Status

- Head lease for the Salmon Fields site exchanged between the NCA and Oldham Local Authority, planning approval secured in December 2021
- Phase 1 work currently underway on the site for provision of imaging and breathing diagnostic tests (CT, MR, PET-CT, Lung Function Tests)
- The facility will go live in November 2022, with a capital investment of c. £9m and recurrent revenue investment of c. £4m
- Direct population health benefits include:
 - Local community access to testing facility
 - Increased local testing capacity, therefore reduced waiting times
 - Support clinical pathway improvement for faster and earlier diagnosis for conditions such as cancer
- Other direct and indirect socio-economic and environmental benefits:
 - c.40-50 WTE permanent jobs directly created
 - Ongoing support to local businesses
 - multiple tests coordinated and delivered on same day, therefore less travel impact supporting net zero carbon agenda



Future Development

- Plans being developed to use the whole Salmon Field site to create a 'Diagnostic Village' over the next 2-3 years.
- This planned expansion will include:
 - A new endoscopy facility – camera test to check inside of stomach and bowel
 - Additional imaging facility (CT) – to screen for lung cancer, specifically targeted for active/ex-smokers above 55
 - Additional imaging facility (PET-CT) – to stage active cancers
 - Urology Investigation Unit
- With the business cases approved for most of the above schemes, the NCA is looking to rapidly mobilise the schemes. Additional capital (£25m) and revenue (£14m annually) investment will be secured.
- Economic benefit of further job creation (c.65-80 WTEs) and support to local businesses
- Following implications will need to be considered:
 - Planning Application:** Current temporary planning application (5 years) only covers for Phase 1 of the programme. A new planning application will be submitted in October for the current and future phases of work.
 - Lease Agreement:** Additional parcels of land for development will need to be drawn from the head lease agreement
 - Political Engagement:** For Phase 1, this was undertaken via Oldham LA/CCG Accountable Officer. Further engagement will now need to be considered and we welcome advice on this.



Salmon Fields Masterplan | Oldham

Transaction Update

- Following the successful Pennine Acute transaction and acquisition by SRFT/NCA and MFT, good progress has been made to disaggregate a number of key services, however some services still require definitive 'disaggregation'.
- The integration of these services into MFT and NCA, maximises the opportunity to realise the benefits originally envisaged in the organisational restructuring as determined by NHS Improvement.
- It is a complex and wide-ranging piece of work and is handled carefully to minimise the impact on patients and staff. It has benefitted from excellent working relationships between MFT and NCA.
- A significant amount of disaggregation and realignment took place in Sept 2022 to support the effective delivery of the MFT electronic patient record (EPR) programme - Hive.
- There are a residual set of services that present the most complex in respect of service disaggregation.
- NCA and MFT working collaboratively to agree approach and develop proposals, with commissioner oversight and involvement of localities and OSCs.
- The creation of the ICS may lead to changes in process.
- Any substantial services changes will be follow the agreed framework for commissioner engagement and public consultation.