

TSA – Draft Report

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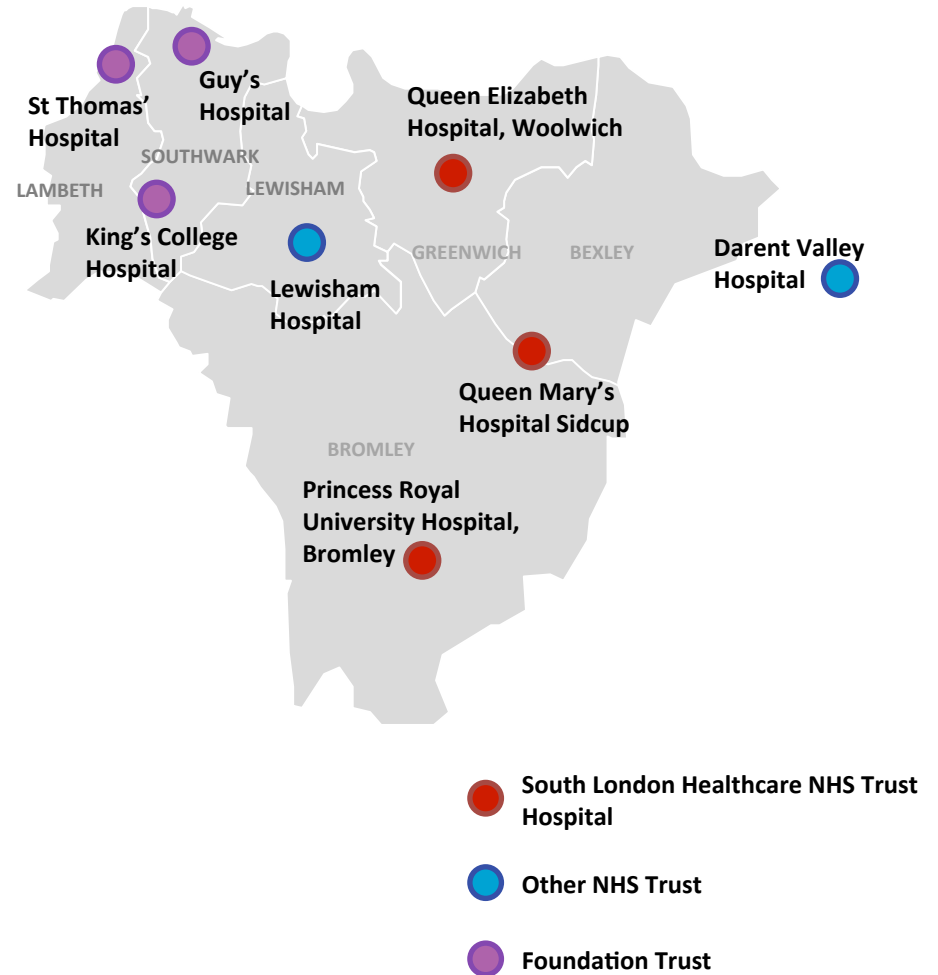
**Securing
sustainable
NHS services**

Consultation on the Trust Special
Administrator's draft report for
South London Healthcare NHS Trust
and the NHS in south east London

South London Healthcare NHS Trust (SLHT)

Office of the Trust Special Administrator

- SLHT was formed in 2009 by a merger of three organisations, all in financial deficit since 2004
- Between 2004/5 and 2012/13 the trust and its predecessors will have accumulated deficits totalling £356m
- Commissioner-led strategies have tried to resolve the financial challenges in south east London's hospitals – but did not go far enough
- In July 2012 the Secretary of State consulted commissioners, the trust and NHS London on the use of the Regime for Unsustainable NHS Providers (UPR)
- On 16 July 2012 the Regime was enacted



The Regime for Unsustainable NHS Providers – South London Healthcare NHS Trust

‘provision is made for the TSA to prepare a draft report making recommendations to the Secretary of State on the action he should take in relation to the Trust, for consultation by the TSA... for the preparation of a final report to the Secretary of State, and a final decision by the Secretary of State in relation to the trust. These functions are to be carried out within time periods..... ’

Year	Date	Action
2012	16 July	TSA appointment takes effect
	29 October	TSA draft report produced
	2 November	Consultation begins
	13 December	Consultation period ends
2013	7 January	Final report to the Secretary of State
	1 February	Secretary of State decision due

‘..once appointed the TSA will work across conventional or established stakeholder and organisational boundaries to develop a health economy-wide solution. This will bring about the transformational level of change needed to ensure clinically and financially viable services are secured for the people of south east London’

TSA approach to developing recommendations

A range of activities were all undertaken in parallel:

- Understanding **local commissioning intentions**, including:
 - the development of a Community Based Care Strategy for south east London
 - agreeing, via the Clinical Advisory Group, the clinical standards for emergency and maternity services that will be commissioned in south east London going forward
- Understanding the position within **SLHT**:
 - forecasting its finances for the next 3-5 years
 - Identifying the maximum efficiency and productivity opportunities
 - understanding SLHT asset utilisation and the PFI position
- Understanding the wider **provider landscape**:
 - the current baseline for all Trusts (NHS and FT) in south east London
 - agreeing assumptions around the pressures that providers will face in the future
- Considering how to **implement the clinical standards**:
 - assessment of options for service change that will deliver the clinical standards
- Identifying the best **organisational solutions** to deliver the recommendations

SLHT's challenges

- **Financial challenges** within the trust have been driven by:
 - Insufficient operational efficiencies (individual sites and between sites)
 - Poor internal financial controls
 - Lack of leadership capacity and capability
- The Trust is also facing a **structural challenge** from:
 - Large PFI costs across 2 of its sites
 - Poor utilisation of estate and assets

Draft Recommendations

Recommendation		Estimated benefit (2015/16)
I	Improved operational efficiency of SLHT's hospitals	£35.4m
II	Queen Mary's Hospital Sidcup (QMS) developed into a health campus	£5.4m
III	Vacant and poorly utilised premises exited (leases) or sold (freeholds)	£3.9m
IV	Additional funds provided to the local NHS	£25.1m

Draft Recommendations

Recommendation		Estimated benefit (2015/16)
V	Transformation of service delivery: <ul style="list-style-type: none"> • Community Based Care • Emergency care • Maternity care • Elective care 	£17.3m
VI	Organisational solutions: <ul style="list-style-type: none"> • Dissolution of SLHT • PRUH acquisition by KCH • QEH merger with LHT • QMS transfer to Oxleas to develop Bexley Health Campus 	TBC