



Report to the Trust Board: 11 September 2019	TB 49/19
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Title	Whipps Cross Redevelopment Programme
Accountable Director	Ralph Coulbeck, Director of Strategy
Author(s)	Alastair Finney, Redevelopment Director, Whipps Cross
Purpose	To provide an update on the progress of the Whipps Cross redevelopment programme, including upcoming key milestones and next steps
Previously considered by	Group Executive Board

Executive summary	
<p>In August 2018 NHS Improvement confirmed its support for Barts Health to develop detailed proposals for the redevelopment of Whipps Cross Hospital, building on the work completed in 2016/17 as part of the original Strategic Outline Case (SOC). This was reaffirmed in January 2019 when, as part of the outcome of the national STP capital bidding process, Barts Health was asked to work up the redevelopment proposals in more detail and to secure STP support for a refreshed business case that took account of the capital constraints. This paper provides an overview of progress on the work being undertaken to develop a refreshed SOC. This includes an update on: a health and care services strategy for the future of the Hospital that clinicians have been working on; the emerging 'masterplan' options for the Whipps Cross site; and the communications and engagement work planned for the autumn. The communications and engagement plan includes activity in October 2019 that proposes publishing a summary of the key outputs from the health and care services strategy and a public meeting at which updates on key elements of the programme will be presented. It is expected that the refreshed SOC will be finalised by the end of 2019.</p>	

Related Trust objectives	
<ul style="list-style-type: none"> ▪ SO3 Service Transformation, SO5 Improving our Infrastructure 	

Risk and Assurance	This report provides assurance in relation to the above objectives
Related Assurance Framework entries	7. Failure to define in detail and implement the clinical and organisational strategy impacts on sustainability and development. (C6)

Legal implications/regulatory requirements	None
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Action required by the Board	
To note and discuss progress on the redevelopment programme, including the key workstreams that will form the basis of the refreshed SOC and SOC submission timescales	

BARTS HEALTH NHS TRUST**REPORT TO THE TRUST BOARD: 11 SEPTEMBER 2019****WHIPPS CROSS REDEVELOPMENT PROGRAMME****INTRODUCTION**

1. In August 2018, NHS Improvement (NHSI) confirmed its support for Barts Health to develop detailed proposals for the redevelopment of Whipps Cross Hospital, building on the work completed in 2016/17 as part of the original Strategic Outline Case (SOC).
2. This paper provides an update on the progress to develop the refreshed SOC, including the options that have emerged through that work for the redevelopment of the site. We should expect the work on the SOC to be completed by the end of 2019.

CONTEXT

3. The original SOC established the case for change and vision for Whipps Cross, securing broad consensus from health and local government partners. The current hospital buildings are unsuitable to deliver 21st century healthcare today, let alone in the future, with projected increases in both the demand and the complexity of patients. The vision then – and now – is to develop an integrated health and wellbeing campus alongside housing, leisure, culture and other facilities, providing significant benefits for the local community.
4. In line with NHSI's steer, the redevelopment programme was re-established in 2018 to build on and to strengthen that initial work. It comprises a number of inter-related workstreams that, taken together, will form the basis of a 'refreshed' SOC. The creation of a **health and care services strategy** for Whipps Cross Hospital will inform the future model of care and service requirements - this will drive the space and design brief for the new hospital. This is key to understanding the potential scope and cost of the redevelopment and informs the production of **masterplanning** options for the use of the overall site.
5. A programme team, led by Alastair Finney, Redevelopment Director, is overseeing the detailed work on the SOC, supported by staff across Whipps Cross and Barts Health and health, social care and local authority partners, as well as relevant expert advisors. A redevelopment partnership board (see **Annex A**), chaired by Alwen Williams - with broad senior representation from across the Trust, the wider health system and local government - meets monthly to steer and provide overall oversight.

HEALTH AND CARE SERVICES STRATEGY

6. The redevelopment of the Whipps Cross site offers an opportunity to do more than just operate within a different building. The programme of work and its system-wide focus allows us to redefine models of care and drive improvements in outcomes and patient experience, as well as seeking a sustainable solution to increasing demands on the hospital.
7. Since February 2019, clinicians across Whipps Cross, Barts Health and local partner organisations have been working together to develop a health and care services strategy for Whipps Cross Hospital. This has involved close to 200 individuals across 12 clinical working groups. The outputs from the working groups have been reviewed by the Clinical Senate for North East London and endorsed internally - ensuring consistency with Trust-wide work such as the emerging surgical strategy - and by the redevelopment partnership board.
8. The key conclusions of this work are twofold. First, confirmation that Whipps Cross should continue to deliver all the core services currently provided - such as Accident and Emergency and consultant-led maternity services - but the models of care for many of these services should be delivered differently in the future. Common features of the new models of care envisaged include: faster access to specialist treatment; rapid diagnostics and same-day results; better care co-ordination; and closer working with primary care providers and community services to deliver more care closer to people's homes.
9. Second, Whipps Cross can become a centre of expertise for the multidisciplinary management of frail and older people, providing services focused on fragility, mobility, vision, hearing and balance for the whole population served by Barts Health. This could be cemented by a significantly enhanced provision of a research, education and training offer to those involved in the care and treatment of frail and older people. Moreover, the opportunities that the wider site presents for the co-location of multi-agency teams supports the vision of integrated care for the population.
10. The strategy is well aligned to the aspirations in the NHS Long Term Plan (LTP) and will form a key part of the East London Health and Care Partnership's LTP response. This is critical, as the vision for Whipps Cross cannot be delivered without the support of the wider local system, particularly in supporting those people who do not need to be treated in hospital and could be cared for closer to or in their homes. Waltham Forest and Redbridge CCGs are developing integrated care strategies, which will be important enablers for the delivery of the Whipps Cross vision.

HOSPITAL DESIGN AND MASTERPLANNING

11. Work is well under way to take the outputs of the Health and Care Services strategy - alongside broader assumptions about the anticipated provision of non-clinical services - to develop requirements for a new hospital. This involves detailed work with technical experts, drawing on advice and inputs from a range of clinical,

operational and non-clinical staff across the Trust. Due to be completed by the end of September, this initial work will result in a set of 'design principles' for the building of a new hospital, alongside a detailed 'spatial brief' that will confirm the anticipated size of a new hospital based on a 'schedule of accommodation' for each department.

12. The size of the Whipps Cross site – 17.86 hectares – presents a unique opportunity not just for a new hospital but also for a wider healthcare and wellbeing campus, hundreds of new homes and retail, leisure and other facilities, bringing jobs and investment into the community. Last year, working jointly with the London Borough of Waltham Forest and funded as part of the national One Public Estate programme, an architectural firm was appointed to undertake a preliminary masterplanning study on the opportunities and constraints of redeveloping the site.
13. Building on that initial work and with further specialist input, as well as expert advice from a range of professionals across the Trust and wider health system, we have developed five 'high level' options for a site masterplan. In line with the requirements for a SOC, as set out in HMT's 'Green Book' guidance, the options include both 'Business as usual' and 'Do Minimum', as well as three full hospital redevelopment options that are faithful to the options in the original SOC, but go further by identifying specific locations on the site for the redeveloped hospital.
14. In summary, the options are as described below - to aid orientation, these should be read alongside the site map enclosed at **Annex B**:
 - A. 'Business as usual' – this is the continuation of current arrangements as if the intervention under consideration were not to happen other than managing backlog maintenance including essential infrastructure works, patient safety and fire compliance measures
 - B. 'Do minimum' – this is the minimum intervention required to deliver core objectives and would essentially include activities under Option A plus some additional investment, for example to introduce a new ward block on the site to re-provide the clinical services currently housed in the 1930's buildings
 - C. This would involve building a single-phased new hospital on the site of the former nurses accommodation
 - D. This would involve building a single hospital site but over two phases, covering the current 1930's site and the James Lane site
 - E. This would involve building a single hospital, again over two phases, but differing to Option D by straddling Hospital Road and covering the current James Lane site and the Maternity site
15. The task now being undertaken, in line with HMT guidance, is to assess each of the options in detail against a set of Critical Success Factors (CSFs – at **Annex C**). These were largely agreed as part of the original SOC and include consideration of a range

of key issues, from the extent to which an option supports the transformation of services for patients, to its affordability in capital and revenue terms, to planning and access issues. One additional CSF has been added since the original SOC, which stresses the importance of demonstrating an achievable plan given town planning constraints and one that minimises impact on ecological and protected areas.

16. The refreshed SOC will include an examination of the options, putting forward a 'preferred way forward', pending further detailed work at Outline Business Case (OBC) stage to assess them and agree a preferred option.

COMMUNICATIONS AND ENGAGEMENT

17. Effective communication and engagement with staff, patients, the public, their representatives and local community groups is critical to the success of the redevelopment, to ensure people are kept informed, to engage and gather feedback on emerging proposals and to build support and momentum for the redevelopment.
18. A variety of work has been undertaken during 2019, including: a programme of proactive outreach meetings with 40 community groups and speaking to over 700 people; meetings with patient representative groups, including the hospital's Patients' Panel; the establishment of a Community Engagement Action Group (CEAG); staff newsletters and workshops; and hosting visits to the hospital, such as that from the Secretary of State for Health and Social Care on 11 March, which attracted positive news media coverage.
19. In keeping with the progress of the programme - with an emerging service strategy and high-level options for the future of the site to discuss - we are stepping up our communications and engagement plans. Drawing on feedback from groups, a comprehensive plan has been produced that includes:
 - in **September**, sharing the masterplanning options in order to secure staff's, the public's and wider stakeholders' views on them which will, in part, inform the options appraisal as part of the development of the SOC, alongside publishing the report of the preliminary masterplanning study on the opportunities and constraints of redeveloping the site;
 - in **September**, a revamping of the redevelopment programme's website, so that all stakeholders have easy access to information on the redevelopment and which encourages meaningful interaction with the programme team;
 - in **October**, publishing a summary of the key outputs from the Health and Care Services strategy work, acknowledging that this work would be strengthened by engaging with patients and the public on the emerging ideas and proposals. This report - together with material on the masterplanning options and on the 'design principles' and 'spatial brief' for the new hospital - will underpin a series of communications and engagement activities for the remainder of the autumn;

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- in **October**, a series of workshops for staff and community organisations to hear their views and answer questions, as well as ongoing proactive outreach through the CEAG and other means and opportunities to feedback online;
- on **15 October**, a public meeting in Leytonstone School, at which updates on key elements of the programme will be presented, with members of the public having the opportunity to ask questions and express views;
- in **November**, synthesising the feedback we hear, which will be key in supporting the work to finalise the SOC before the end of the year; and
- significantly strengthening **ongoing engagement** over the autumn and beyond, through establishing a patient and public reference group – with representation on the redevelopment partnership board - a residents' group and a staff engagement group and cementing them as integral parts of refreshed governance arrangements for the programme.

CONCLUSION AND NEXT STEPS

20. Overall, there has been good progress on the redevelopment programme as we reach a critical juncture with the work to finalise the SOC, synthesising a number of complex workstreams and inputs. There is a broad base of support amongst the local community and local system partner organisations, which is positive, though there remains a considerable amount of work to do.
21. The next key milestone is finalising the refreshed SOC, which is anticipated to be completed by the end of 2019. Subject to approval of the SOC - ultimately by the Department of Health and Social Care and by the Treasury - significant further work will then be undertaken to develop detailed plans and the preferred option through the OBC phase in 2020.

Annex A – Whipps Cross Redevelopment Partnership Board: MembershipChair

Alwen Williams	Group CEO	Barts Health
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Redevelopment Director

Alastair Finney	Whipps Cross Redevelopment Director	Barts Health
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Partner organisation leads

Alan Gurney	Hospital CEO, Whipps Cross Hospital	Barts Health
Linzi Roberts-Egan	Deputy Chief Executive	LB Waltham Forest
Mark Lobban	Director of Integrated Commissioning	LB Waltham Forest / Waltham Forest CCG
Selina Douglas	Managing Director	WEL CCGs
Ceri Jacob	Managing Director	BHR CCGs
Carolyn Botfield	Director of Estates	ELHCP
Simon Hall	Director of Transformation	ELHCP
Jacqui Van Rossum	Executive Integrated Care Director (London)	NELFT

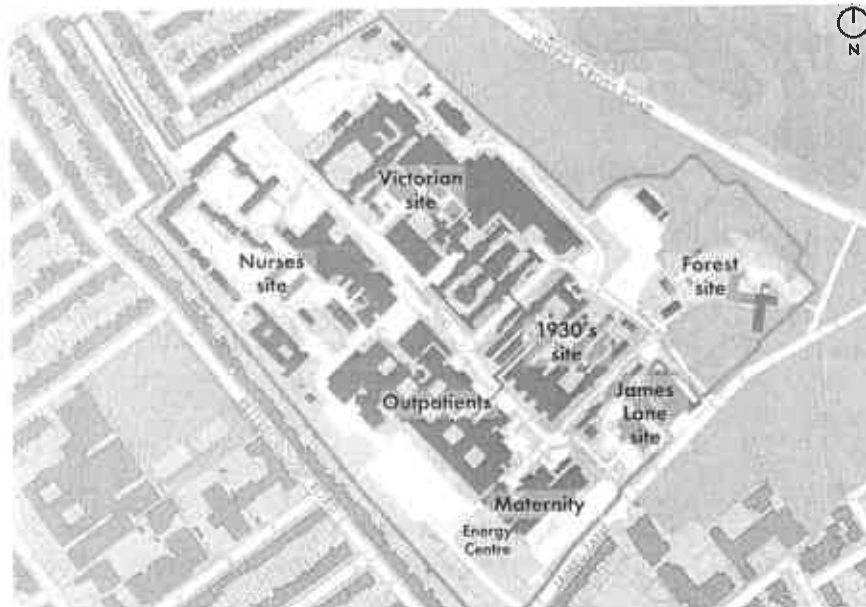
Senior Clinical Leads

Dr Heather Noble	Medical Director, Whipps Cross Hospital	Barts Health
Dr Ken Aswani	Chair	Waltham Forest CCG

Workstream Sponsors

Deborah Madden	Interim Deputy Chief Executive, Newham Hospital	Barts Health
Ralph Coulbeck	Director of Strategy	Barts Health
Stewart Murray	Strategic Director, Economic Growth	LB Waltham Forest
Simon Milligan	Director of Capital, Costing and Development	Barts Health
Andy Bowman	Director of Estates	Barts Health
Jon Hibbs	Director of Communications and Engagement	Barts Health

Annex B – Whipps Cross Site Map

**Explanatory note:**

The diagram above illustrates the key 'blocks' through which the masterplanning options are being developed. The terms being used to describe each 'block' are explained in more detail below:

- **Forest site** – refers to the part of the site that contains the Woodbury Unit
- **Victorian site** – refers to the part of the site that includes the original Victorian hospital buildings opened in 1903, including the extension of the new Emergency Department, Endoscopy and ultrasound departments
- **1930's site** – this refers to the part of the site that contains the 1930s 16-ward block extension to the original Victorian hospital, from ITU and HDU to Acorn and Byron wards
- **James Lane site** – this comprises the Margaret Centre, the Woodlands day unit, Connaught Day Centre and an ambulance station run by the London Ambulance Service (LAS) on land that the LAS owns
- **Nurses site** – this refers to the part of the site (sometimes known colloquially as the 'South West corner') that contains largely unused buildings, including the old nurses' accommodation
- **Outpatients** – this refers to the main outpatients department buildings built in the 1990s, which also include wards, theatres, the hospital pharmacy the Plane Tree day centre and the Eye Treatment Centre
- **Maternity** – this refers to the maternity block built in the 1970s, the more recent emergency gynaecology unit (EGU) and central Energy Centre buildings

Annex C - Critical Success Factors

The Critical Success Factors (CSFs) describe what is essential to the successful delivery of the programme, against which the options in the SOC are assessed:

CSF Ref	Critical Success Factors
CSF 1	Enable the transformation of health and wellbeing services to deliver care and services which meet the needs of the local community, achieving the best possible experience and outcomes for service users, staff and the wider community.
CSF 2	Support the sustained delivery of national and local strategies across health and social care, for example the Sustainability and Transformation Plan for north east London, Transforming Services Together and local Health and Wellbeing strategies.
CSF 3	Demonstrate an achievable and deliverable plan that prioritises the safety and continuity of services throughout the redevelopment.
CSF 4	Deliver an estate that is functionally suitable, flexible, meets statutory and regulatory requirements and supports the delivery of the new models of care and services.
CSF 5	Deliver a safe technical solution that is efficient, value for money and optimises the opportunity and commercial value of the estate for the benefit of service users, Barts Health, the health and social care economy and the community.
CSF 6	Demonstrate affordability for Barts Health and the health and social care economy.
CSF 7	Positively contribute to achieving long term financial sustainability for the Whipps Cross Hospital, Barts Health and the health and social care economy.
CSF 8	Exhibit demonstrable support by stakeholders.
CSF 9	Demonstrate an achievable plan given town planning constraints and minimises impact on ecological and protected areas.

