

## Cambridge Children's Hospital Update

To: Adults and Health Committee

Meeting Date: 14 July 2022

From: Alex White, Cambridge Children's Hospital Project Director

Electoral division(s): All

Key decision: N/A

Forward Plan ref: N/A

Outcome: The Adults and Health Committee is asked to note the progress to date with Cambridge Children's Hospital and the next steps.

Recommendation: Adults and Health Committee is recommended to:

Note the content of this report, the project's key milestones and next steps.

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# 1. Background

- 1.1 In December 2018, the Government announced that it would invest £100 million of capital to build a children's hospital in Cambridge for the East of England region; the only region in England currently without a dedicated children's hospital. This report for the Adults and Health Committee provides an overview of the project's progress to date, key milestones achieved and next steps.
- 1.2 The Committee is asked to note and comment on the updates provided in this report.

# 2. Main Issues

## 2.1 Vision for Cambridge Children's Hospital

Cambridge Children's Hospital (CCH) will be the first hospital in the world purpose-built to fully integrate mental and physical healthcare for children and young people, and deliver it as close to home as possible.

This will be a hospital that focuses on what children, young people and their families need now and in the future. It will offer a whole new way of caring for children and young people across the East of England; one that treats the whole child:

- **The Whole Child:** Pioneering integration of mental and physical healthcare. The first hospital of its kind and a model for the future.
- **The Whole Picture:** Making abnormal situations more normal. A holistic approach which understands the person, not just the patient, and what is important to them – school, play, arts, nature etc.
- **The Whole Community:** A hospital without walls. It will be a hub for the East of England, leveraging tele-health technology to go far beyond its walls, providing care closer to home and working with regional partners.
- **The Whole Life:** Laying healthy foundations for every child's whole life, understanding not just the child, but the adult they will become. Through advances in research and technology the hospital will deliver medicine that is personalised to the patient.

A ground-breaking research institute within the heart of the hospital will embed leading research in genomic medicine and mind-body science to understand the origins of rare and common diseases in children and young people. Rapid translation of research findings will mean diseases are not just treated but prevented altogether, laying healthy foundations for children's whole lives.

Currently, children's services for mental and physical health are split between a number of sites, which can be difficult for families and makes providing joined-up holistic care challenging. Cambridge Children's Hospital will ensure:

- Earlier diagnosis, quicker treatment and improved life outcomes for children and young people through integrated physical and mental health care that looks after the whole child.
- An embedded research institute to facilitate interdisciplinary research to improve child

- physical and mental health across the UK and globally.
- Advances in genomic medicine that help to diagnose rare disease much earlier, provide personalised medicine, and significantly shift the curve from reactive to preventative medicine.
  - Increased Paediatric Intensive Care Unit (PICU) capacity to treat the sickest children in their own region.
  - Specialist paediatric operating theatres and ‘child friendly’ recovery areas ensuring children don’t need to travel far for routine or complex operations.
  - Telehealth technology to connect Cambridge Children’s Hospital with the 16 NHS trusts across the East of England, and regional and local healthcare providers.

An illness does not just affect a child, but everyone around them too: their parents, siblings, family and friends. Families are an integral part of a child’s recovery and development, which is why the hospital experience for the whole family will be considered at all times, for example, by incorporating spaces for quiet reflection and privacy into the hospital’s design.

CCH is a collaborative venture between three accountable partners: Cambridge University Hospitals NHS Trust (CUH), Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) and the University of Cambridge (UoC).

## **2.2 Caring for children and young people across the East of England**

Cambridge Children’s Hospital will treat children and young people from 0-19 years old across the East of England and beyond, including children and young people with cancer. The hospital will also include surgical theatres and a Paediatric Intensive Care Unit (PICU) with capacity to care safely for the sickest children within our region, better supporting families.

The hospital will support a network of regional hospitals and community practices, with CCH acting as a hub, providing and supporting outreach services across the region, while maximising community-based care to help treat more children and young people closer to their own homes. To achieve this, the project team will work closely with regional partners to design simplified and efficient healthcare services. These will include local partners, hospitals and retrieval services, 16 acute neighbouring trusts and five community health trusts. A regional transport and retrieval service for sick children (PaNDR) will better coordinate care with regional district general hospitals.

The hospital will use its innovative ‘whole child’ model, not only to better treat mental health conditions, but also to improve support for children and young people with chronic diseases.

Whilst the expectation will be that most young people will access adult services once they reach 19 years old, individual patients will transition to adult services at the appropriate time for them, depending on their individual needs and preferences.

Although it is based in Cambridge, CCH will reach communities across the East of England and share excellence regionally, nationally and internationally. The new models of care and world-leading research developed at CCH will have national and global impact.

## **2.3 Hospital design**

### **2.31 Location**

Cambridge Children's Hospital will be situated on the Cambridge Biomedical Campus, the largest centre for bio-medical science in Europe.

It will be built on a greenfield site opposite the Rosie Hospital, connecting neonatal and antenatal care with children's services. In effect this will create a 55,000m<sup>2</sup> maternity/paediatric medical complex providing care from conception to 19-years of age within the Cambridge Biomedical Campus.

Its proximity to Addenbrooke's Hospital ensures access to leading clinical and research experts and eases transition for 19-year-olds as they access adult services, including cancer.

### **2.32 Size and scope**

The current plans have been designed to maximise the available clinical space for both mental and physical health care within the Cambridge Children's Hospital building, and to prioritise those services that must be co-located.

The project's Outline Business Case will identify and financially model the final scope, ensuring that it is cost-effective and allows for future developments in healthcare provision and demand.

The project team is currently working to a design brief of 35,000m<sup>2</sup>. Based on the current designs, there will be:

- Approximately 160 beds. 124 hospital beds: 88 inpatient (72 physical health inpatient beds and 16 PICU) and 36 mental health inpatient beds.
- 42 day-case beds.
- Seven operating theatres.
- An embedded 5,000m<sup>2</sup> research institute with six research centres: Genomic Medicine; Neurodevelopment and Mental Health; Childhood Cancer; Diabetes and Obesity; Inflammation and Infection; and Perinatal conditions and care.

### **2.33 Sustainability**

Careful design will incorporate sustainable materials and minimise use of natural resources and the impact on the environment, with a vision of 'zero carbon emissions and high environmental sustainability' as a guiding principle.

We are aiming for CCH to be one of the first hospitals built to a 'Passivhaus standard', to provide a high level of comfort while using very little energy for heating and cooling.

Adaptability is key to the project's sustainability vision, which includes designing wards with single bedrooms that can be modified for different patient needs over time. This will allow the NHS to maximise the building's useful life.

The hospital will include as many outdoor spaces as possible, including gardens, courtyards and terraces to provide access to nature and spaces for play and relaxation that support biodiversity and wildlife. The main hospital building will itself be enclosed within a

wide landscaped green perimeter that recreates the feel of a summer meadow.

### **2.34 Stages of design**

The project is now at RIBA (Royal Institute of British Architects) stage three in the design of the hospital. There are eight stages in the process of briefing, designing and constructing building projects and the third stage is related to spatial co-ordination and how rooms will work together. While the external footprint of the building will not change in size or shape, the internal layout is still in draft form. The project team will be seeking the views of patients and staff over the next year and beyond, to ensure the hospital is fit for purpose.

## **2.4 Co-production and engagement**

### **2.41 Children, young people and families**

Co-production with children, young people and families is central to the vision for CCH. Following previous liaison with the Cambridgeshire Health Committee, it was agreed that a programme of meaningful engagement with regular reporting to the HOSC, rather than formal consultation, would be an effective and acceptable route for delivering public and patient engagement around the service reconfiguration and other elements of the Cambridge Children's Hospital development.

Young people, children, families and carers have been involved in developing the plans for the hospital, including, but not limited to, its design, how it will deliver care, how arts should be incorporated into the hospital and what its school provision should look and feel like.

The project team is working with existing patient groups across the region. In January 2021 Cambridge Children's Network was launched. The Network now has more than 500 members across the region with lived experience of being in hospital or using mental health services, or looking after a child or young person who has. The project's growing number of Co-production Champions – currently 11 parents and carers with experience of accessing children's services – are embedded within the different project workstreams and delivery board to provide challenge, contribute ideas and play a vital role in the hospital's developing plans.

Some of the other specific co-production and engagement activity within the project so far has included:

- **Design workshops** – monthly workshops with the hospital's design team. Between April and September 2021, children, young people, parents and carers explored themes such as: what a dream hospital bedroom may look like, what a typical day feels like in hospital and digital technology. Further workshops were hosted in Spring 2022, which included discussions about the use of the hospital's outdoor spaces and 'spaces to escape to'.
- **School workshops** – towards the end of 2021, arts-based workshops were hosted with children, young people and families, focusing on the idea of the Cambridge Children's Hospital's school and how that might look in an integrated care setting. An arts-based engagement activity, co-designed by a Co-production Champion and a local artist, is now underway with children aged seven and under.
- **Arts strategy workshops** – in March 2022 online art workshops were hosted by the CUH Arts team and Cambridge artist, Harold Offeh. People of all ages joined the three sessions to explore the science and ideas behind Cambridge Children's

Hospital. Participants are helping to help shape the arts plans for the hospital and ensure artists listen to their ideas and preferences.

- **Family sessions** – in October 2021, a number of families joined individual sessions focusing on their ‘family experience’ in hospital. Each family joined a conversation with a clinician and project manager to explore themes such as their hospital journey, how it had impacted on their collective mental health, and what would have made their experience better.
- **Press Pack** – in summer 2021 the first Cambridge Children’s Press Pack was launched, made up of five enthusiastic and creative young people from across the East of England. The Press Pack was set up to be part of the project’s communications team to help spread the word about the project, produce written and media content and truly bring the young person’s voice to the heart of the project. Members helped the project team with activities at the Cambridgeshire County Day on 23 June 2022 and all had the opportunity to meet the Duke and Duchess of Cambridge, who attended the event.
- **Surveys with members of the Cambridge Children’s Network** – topics have included: ward design; top priorities for children and young people with special educational needs and disabilities; and different care pathways to explore experiences of eating disorders, persistent physical symptoms and neuro-disabilities.
- **‘Food, with Care’ conference** – the first event exploring the theme of food at Cambridge Children’s Hospital, both to support recovery but also the wider family needs, was held in January 2022. Findings and feedback will help to inform the hospital’s food and nutrition strategy. It also paved the way for a brand-new food workstream within the project, which was launched in Spring 2022 with three parent Co-production Champions from the start.
- **Community events** – using arts-based engagement at public events, such as the Cambridge Festival, the Festival of Suffolk Raceday and Cambridgeshire County Day, to raise awareness of the hospital and seek feedback from children and young people on what its priorities should be.

Plans are underway to further embed co-production and engagement throughout the project, including exploring setting up a youth advisory forum based on national best practice.

## **2.42 Staff engagement**

Relevant clinical staff have been involved as part of the project via regular, focused engagement with the developing plans on an ongoing basis. Wider staff within CUH and CPFT have also input to plans through a mixture of events and other activities, including:

- **All staff briefings** – regular events and Q&A sessions held to update and engage staff on key updates, such as the designs, clinical research and integrated models of care (physical and mental health).
- **Drop-in sessions** – held earlier this year, these sessions allowed CUH and CPFT staff to talk face-to-face with project leads about the hospital, view a hospital model and ask any questions.
- **Staff reference group** – a smaller, core group of staff that supports more focussed engagement with key project leads.
- **Staff newsletter** – a dedicated CCH project newsletter issued to CUH and CPFT staff working in children’s services.

- **Staff bulletins** – regular updates on the project for all CUH and CPFT staff are included in trusts' internal bulletins.

## **2.43 Wider engagement**

In addition to focused engagement with patients and carers, wider public engagement activities have been carried out at key milestones in the project's development. This includes, but is not limited to:

- In January 2021 a dedicated 'Medicine for Members' session was delivered around Cambridge Children's Hospital for CUH members. This session enabled members to hear the latest plans for the new hospital and to ask questions.
- In August 2021 extensive stakeholder communications and wider public engagement was carried out around the early designs that were being shared with the Cambridge City Council planning committee ahead of planning submission.
- Residents local to the Cambridge Biomedical Campus have been engaged via local parish councils and residents' associations, who received the same information and a design pack with detailed copies of the early designs, as shared with the planning committee.
- Further communications to raise awareness of the plans being submitted for planning permission were undertaken in October 2021 via extensive media, social media and digital communications activity.
- Two County Councillors have been nominated as key contacts for liaison and project updates, with the most recent meeting taking place in January 2022.
- The project's regular stakeholder newsletter is shared with members of the Cambridge Children's Network, staff, key local stakeholders and anyone who signs up to receive a copy. Regular updates are provided on the dedicated [Cambridge Children's Hospital website](#) and social media channels, CUH and CPFT websites and social media channels and through local media activity.
- The project team arranges regular visits with local stakeholders, including MPs, and project champions to ensure that the local community is as informed about the project as possible and as a way to share information with members of the public, patients and staff.

## **2.5 Business case, funding, and timescales**

### **2.51 Development of business cases**

In December 2018, the government committed £100m towards the costs for Cambridge Children's Hospital, with a further £20m to be secured from land sales (Ida Darwin site, CPFT) and £100m to be raised by philanthropy (the Cambridge Children's Hospital Fundraising Campaign was launched in March 2021).

The plans for Cambridge Children's Hospital must be cost-effective and appropriate to the NHS healthcare needs that it seeks to serve. This involves a governmental procedure with three stages of business case to be approved by the Department for Health and Social Care and NHS England and NHS Improvement: the Strategic Outline Case (SOC), the Outline Business Case (OBC) and the Full Business Case (FBC).

The SOC was approved in April 2020 and the project team expects to submit the OBC later this year.

## **2.52 Funding**

The OBC will identify and financially model the final scope of the hospital, ensuring that it is cost-effective and allows for future developments in healthcare provision and demand. It is expected that the financial modelling will indicate a final cost of the preferred solution for building, fit-out and commissioning.

The Cambridge Children's Hospital Campaign is a partnership between Addenbrooke's Charitable Trust (ACT), the University of Cambridge Development and Alumni Relations Office (CUDAR) and Head to Toe Charity (the charity for CPFT), which have together committed to raising £100million towards the hospital.

A Campaign Board chaired by Dame Mary Archer, former Chair of Addenbrooke's and President of ACT, leads the Campaign. A network of Regional Ambassadors across the East of England champion and galvanise regional support.

The fundraising campaign, launched in March 2021, will have two phases; private (or quiet) and, once a significant amount of funds is raised, a community phase.

## **2.53 Timescales**

Planning permission for Cambridge Children's Hospital was granted for the early designs and floor plans in March 2022 and construction is currently anticipated to start from 2024. This will be confirmed following the appointment of a construction partner.

There are a huge number of variables with a project the scale and size of Cambridge Children's Hospital, which means the projected timescales for construction have to be regularly reviewed. The construction and commissioning schedule for the hospital will be confirmed during the Full Business Case stage of the project and following ongoing discussions with the government's New Hospital Programme.

## **2.54 Relationship with Cambridge Cancer Research Hospital project**

Cambridge Children's Hospital is part of the wider Addenbrooke's 3 redevelopment, which includes the new Cambridge Cancer Research Hospital. The Cambridge Children's Hospital project team is working in close collaboration with the Cambridge Cancer Research Hospital project.

# **3. Source documents guidance**

## **3.1 Source documents**

None.