

Hinchingbrooke Hospital Redevelopment

To: Cambridgeshire County Councils Adults & Health Committee

Meeting Date: 17 March 2022

From: Caroline Walker, Chief Executive, North West Anglia NHS Foundation Trust
Arshiya Khan, Chief Strategy and Transformation Officer

Electoral division(s): All

Key decision: No

Forward Plan ref: N/A

Outcome: To update committee members on the Hinchingbrooke Hospital Redevelopment.

Recommendation: The Adults and Health committee is asked to note the update on the Hinchingbrooke Hospital Redevelopment.

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1. Background

- 1.1 In 2018, the Trust successfully bid for STP funding for £25.5m for the Acute Assessment Unit, Ambulatory Care Unit (Phase 1) and Emergency Department and New Operating Theatres (Phase 2).
- 1.2 The issue of Reinforced Autoclaved Aerated Concrete (RAAC) on the Hinchingsbrooke site emerged following funding approval.
- 1.3 75% of Hinchingsbrooke Hospital floor area and 80% of clinical services are located within RAAC buildings.
- 1.4 NHSE&I announced that no patients should be in RAAC accommodation from 2035.
- 1.5 The Trust was allocated £40m over the next 3 years to keep RAAC buildings safe.
- 1.6 Extending life of the RAAC buildings for 15 years to 2035 will require c.£280m in service infrastructure alone in addition to the multimillion backlog maintenance which is not a sustainable solution. Mott McDonald is conducting a review.
- 1.7 Many clinical areas on the site are significantly undersized. If the Hospital were to be rebuilt, we would require over 50% increase in floor area to meet modern Department of Health and Social Care standards.
- 1.8 The Trust has developed a multi-phase plan for redevelopment of the site.
- 1.9 Phases 1 and 2 are funded as follows.
 - Phase 1 - (Now Complete) is an interim solution pending redevelopment; and
 - Phase 2 - (Main Theatres) enabling works in progress. Completion of this phase is scheduled for Q2, 2023/24.
 - Phases 3 to 9 will redevelop of rest of the site. The Trust seeking a funding solution via New Hospitals Programme (NHP).

2. Phase 1: Remodelling the Emergency Department

- 2.1 This scheme was a short-term response to the increasing demand for Urgent Care services on the Hinchingsbrooke site
- 2.2 The refurbished facilities opened in November 2020, on time and within budget (£2.8m)
- 2.3 The scheme delivered an Acute Assessment Unit and Ambulatory Care Unit
- 2.4 However, the Emergency Department remains within the RAAC footprint and does not reflect current emergency department best practice design.
- 2.5 It is significantly undersized and not configured appropriately.
- 2.6 New Emergency Department is therefore part of the future redevelopment plans.

3. Phase 2: New Main Theatres

3.1 The Main Theatres £30m scheme will deliver 7 new theatres reflecting modern surgical practice, adjacent to the Treatment Centre. It will have the following benefits:

Clinical Efficiencies	Wider System Benefits	Infrastructure Benefits
<ul style="list-style-type: none"> a) Deliver improved efficiency of patient and staff flows b) Support the strategic plan for Hinchingbrooke as the ICS Elective Hub – new theatres, treatment centre and ring fenced beds c) Reduce surgical waiting list backlogs currently adversely affecting the most deprived population in the Fenlands d) Smart digital and other technological efficiencies 	<ul style="list-style-type: none"> a) Enable more electives for the system as part of the mutual aid facilitating post-COVID recovery b) Future proofing to meet increasing demand c) Levelling up - enabling tackling inequalities in health and care provision and health outcomes for poorest areas d) Consistent with Trust role as 'Anchor Institution' e) Future Green Plan will create opportunities for employment and estates use beyond health 	<ul style="list-style-type: none"> a) Achievement of BREEAM Excellent b) Trajectory for Net Zero Carbon c) Meeting national MMC target d) Co-location with Treatment Centre will future proof elective surgery during pandemics e) Separate pre-operative and post-operative entrance/ exit f) Separate male and female recovery areas g) Scope to incorporate Robotics and Barn Theatres

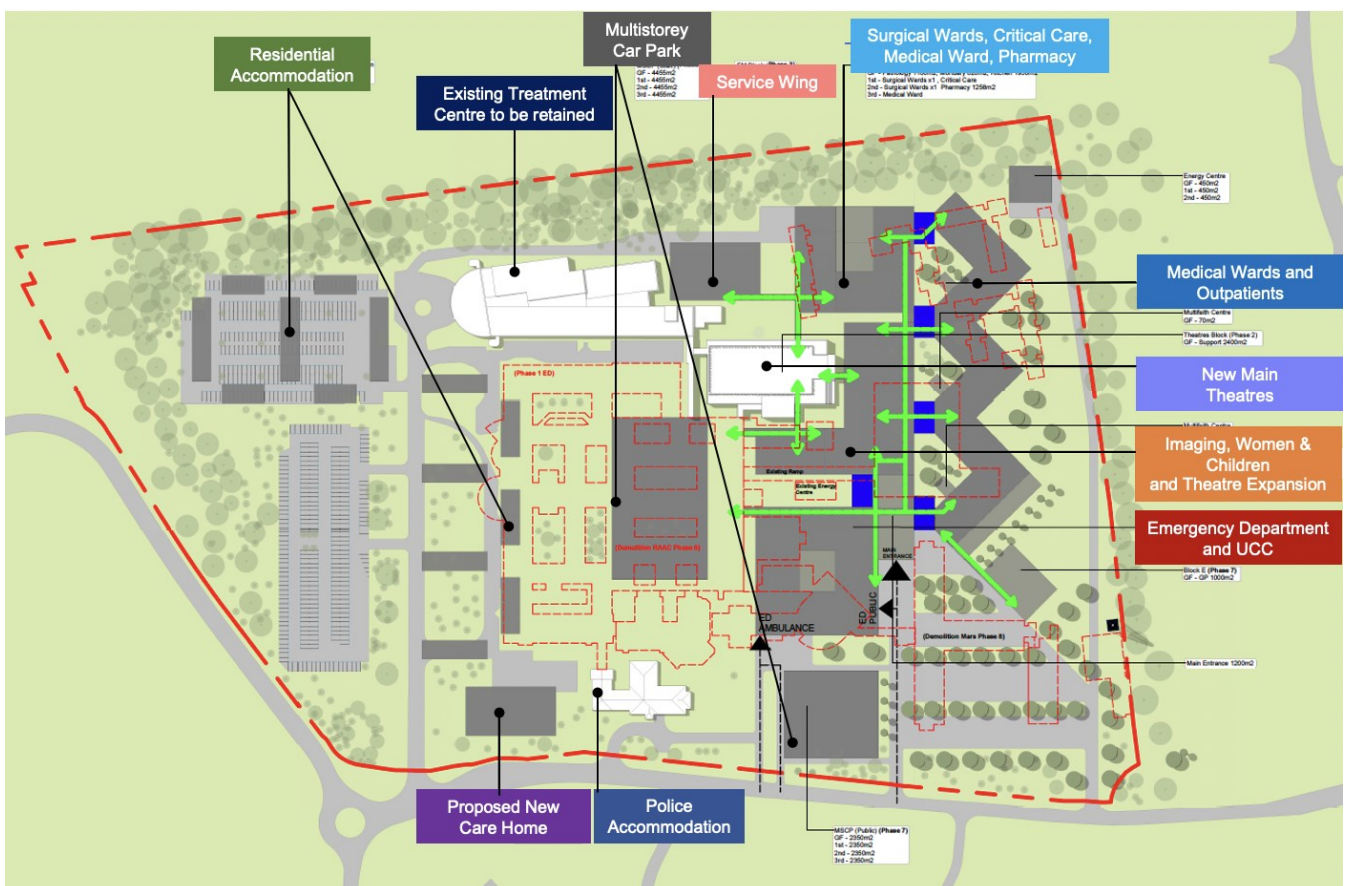
4. Phase 2: New Main Theatres – Site Logistics

- 4.1 As a result of the Main Theatres Scheme and another project under the RAAC Programme to replace the Service Wing (high RAAC risk) within a similar timeframe, there will be a loss of up to c.120 staff parking spaces during construction.
- 4.2 The Trust has in place a Green Travel Plan. Whilst every effort will be made to minimise the impact on staff parking, strong emphasis will be placed on measures other than simply replacing spaces.
- 4.3 The measures taken include stricter enforcement of existing rules on parking eligibility, soft measures such as encouraging cycling to work, car sharing, use of agile working and, as far as possible, ensuring contractors park off site.
- 4.4 Contractors are also being told clearly that any offsite parking should not adversely impact traffic in the areas surrounding the hospital.
- 4.5 Landscaping will yield additional parking spaces with the shortfall being managed through the above measures.

- 4.6 This approach is being supplemented by a comprehensive communications strategy.
- 4.7 The Trust recognises these issues will need support if they are to be dealt with effectively and the Trust is therefore commissioning support from an interdependency co-ordinator to manage site logistics across multiple construction projects.

5. Phase 3 - Wider Site Redevelopment

- 5.1 Whole site redevelopment proposals are subject to peer review prior to Strategic Outline Case.
- 5.2 A key enabler is reprovion of residential accommodation.
- 5.3 The current vision is based on a health and care campus, including a wide range of services, not just core acute health (i.e. GP, community, mental health, social care, nursing home etc.).
- 5.4 The aim is to drive transformation through enhanced integration.
- 5.5 Throughout redevelopment, strong focus will remain on minimising impact of construction traffic on and off site.
- 5.6 The new hospital will be:
 - Smart Digital
 - Net Zero Carbon
 - BREEAM Excellent and
 - Delivered through MMC



6. Architect Image illustrating New Hinchingsbrooke Main Theatres



7. Source documents guidance

7.1 None