

Hinchingbrooke Hospital Redevelopment Programme Update

To: Adults and Health Committee

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1. Background

- 1.1 The purpose of this report is to provide the Committee with an update on the plans to provide a new hospital, on the existing Hinchingsbrooke Hospital Site, by 2030 and to respond to the specific questions asked by Committee Members in advance of the meeting.
- 1.2 There has been a longstanding recognition of the need to provide a new hospital for the people of Huntingdonshire and surrounding areas. The Committee was updated in 2022 on the organisations vision for a new hospital and its plans to begin the development of a Strategic Outline Case. In 2023, it was announced that the North West Anglia Foundation Trust was to be included in the Government's New Hospital Programme and funds were earmarked to enable a complete rebuild of the Hinchingsbrooke Hospital. The drivers for this change and the vision for the new hospital are set out in the accompanying presentation.
- 1.3 The new Government recently requested a review of the New Hospitals' Programme and the outputs of this review are awaited. However, the seven RAAC hospitals have been excluded from this review and are thought not to be at risk given the imperative to replace them as quickly as possible. The Trust has had a clear steer from both NHP and NHSE to continue at pace to develop it's Outline Business Case.
- 1.4 In September 2024, the Strategic Outline Case was approved by both the Trust Board and the Cambridgeshire and Peterborough Integrated Care Board and has now been submitted to the New Hospitals Programme and NHS England East of England for the approvals which are expected to be concluded in January 2025. Meanwhile, work has commenced on the development of the Outline Business Case. Currently, the programme remains on track to open the new hospital in late Autumn 2030.

2. Main Issues

- 2.1 In addition to the update accompanying this report, the Committee has asked for further information on how the Trust will ensure patient safety is maintained during the redevelopment and what has been the approach to ensuring staff, patients, the public and local communities are at the heart of the planning for the new hospital.
- 2.2 **Patient and Staff Safety**
Since the discovery of Reinforced Autoclaved Aerated Concrete (RAAC) the Trust has had a programme of works to ensure these risks are managed and mitigated in so far as is possible. All staff have been trained to understand the risks and their role in ensuring staff and patient safety is maintained at all times.
- 2.3 The Trust undertakes surveys of RAAC panels on an annual basis. The surveying is undertaken by specialist engineers with significant experience of RAAC and the Hinchingsbrooke site. The outputs of the surveys are used by the Trust's RAAC Team to determine the nature and scale of remedial works required to ensure failsafe measures and structural intervention are carried out. These works are planned to minimise the impact on clinical service delivery. A risk assessment is maintained of all RAAC panels in the hospital. The Trust provides regular reports to the RAAC Programme Board (joint NHS England RAAC Team and Trust RAAC Team) on the risk assessment and management of the programme of fail-safeing and structural intervention which is funded by the national RAAC

Team. The Regional RAAC Teams shares with the Trust national RAAC policy requirements and the experience of other RAAC hospital as well as national research on RAAC.

- 2.4 Hinchingsbrooke Hospital staff are trained to respond to the impact of adverse on RAAC areas and there is a hospital evacuation training programme in the event of a significant RAAC failure. The Trust focuses on ensuring the concerns of staff are managed with a comprehensive programme of communication. The Trust's Emergency Planning Resilience and Response Team (EPRR) is centrally involved in planning for a major RAAC issue, both internally within Hinchingsbrooke Hospital and across the Trust, with business continuity plans in place. The EPRR and RAAC Teams are also regularly involved in region-wide service transition and recovery planning exercises with other RAAC hospitals in the East of England, with a RAAC Immediate Response Plan established.
- 2.5 The Trust has experience of undertaking construction close to the RAAC buildings, with the recent new Main Theatres project. In addition to business as usual construction management and health and safety requirements, there are specific processes applied when construction is taking place nearby RAAC facilities
- 2.6 In addition to the RAAC risks, the Trust's Estates Team and Health & Safety Team work closely with all contractors on site to ensure no adverse impacts from construction work including undertaking joint risk assessment and audits to ensure all works are carried out in line with expected standards. Contractors are required to demonstrate that they meet the all the statutory requirements in respect of health and safety and this is assessed as part of any procurement exercise. Staff are actively encouraged to report any incident or concern where they think construction work, or the conduct of contractors, is putting patient or staff safety at risk. Any incident or concern raised in relation to health & safety are investigated and acted upon in line with the Trust's policies and procedures.

2.7 Engagement and Involvement

Following a series of service reviews in 2023, it was determined that the services currently provided on the Hinchingsbrooke site will remain and be provided for in the new hospital, including the Emergency Department and Children's & Maternity Services which were the subject of specific review. In this context, formal public consultation, as set out in the Health Act, is not required. However the Trust is keen to ensure that service users, staff, local communities and partners are involved in the planning and design of the new hospital. There is always more to do in this respect and we welcome any views or suggestions from Committee Members in this regard Below are some of the examples of they way we are approaching this.

2.8 Public Engagement

- Four public engagement sessions were recently held to update the public, one year on since we were added to the New Hospital Programme and this was incorporated into our Strategic Outline Case. These were held in July and August, with two face-to-face events and two online MS Teams events. These were attended by representatives from Healthwatch, local councillors, voluntary organisations patients and local residents. The questions asked during these sessions have enabled us to provide an updated set of Frequently Asked Questions (FAQs) which have been

shared via our dedicated website pages. The slides from the meetings have also been shared on our website to give those who missed these events the opportunity to see what was discussed.

- Frequent news stories on the redevelopment of our hospital site are shared with the public using our social media channels, website and local media. The area of focus at the moment has been the development of our Theatres Block, which is due to be opened later this year. These stories have included timelapse footage taken every 3 months over the two-year construction period, drone footage of the site, images inside the building of our new operating theatres and staff stories. Campaigns such as Health Care Estates Day and Operating Department Practitioner Day also gave us an opportunity to update on the work that has been done with a staff focus.
- Our Trust magazine, Pulse, provides a quarterly update on the Hinchingsbrooke redevelopment news. This is distributed to 7000 members of the Foundation Trust, with 600 printed editions published and available for staff, visitors and patients and news shared on the Trusts social media channels. The Trust website holds the most up-to-date news on the redevelopment of Hinchingsbrooke. Page hits show that 7,465 people have visited the pages in the last 12 months.
- Over 1,000 members of the public, staff, Trust members and volunteers helped to select the preferred option for the external appearance of new main theatres building.

2.9 Staff Engagement

- Staff receive regular updates via our Trust internal communications channels, including monthly staff briefing sessions, which is hosted by our CEO Hannah Coffey and is typically attended by between 325 and 350 staff members each month.
- We use our dedicated Staff Facebook page, the Trust intranet and create staff news stories to update colleagues on the redevelopment as well as hold dedicated meetings with specific groups of staff on different elements of the build.
- 100+ clinicians and managers have been involved, including support from Cambridgeshire and Peterborough ICB, Huntingdonshire District Council and the North Integrated Care Partnership (ICP) on updating the Development Control Plan for the creation of the new Hinchingsbrooke Hospital.
- Design workshops were held with clinicians and the Trusts architects in May 2024 which were material in shaping the high level designs used to inform the Strategic Outline Case

2.10 Partners and Stakeholders

- Engagement has taken place with a wide range of stakeholders including Cambridgeshire and Peterborough Integrated Care Board, Cambridge University Hospitals NHS Foundation Trust, Cambridgeshire and Peterborough NHS Foundation Trust, NHS England, East of England Ambulance Service, Maternity

Voice Partnership, the North Place Partnership Board, Healthwatch and other stakeholders for input on clinical service reviews.

- Further engagement sessions were held with Public Council of Governors Meetings, Public Trust Board Meetings and local council meetings such as the Huntingdonshire District Council meeting in July 2024.
- The Project Team presented on the Hinchingsbrooke redevelopment plans at the July 2024 Patient Experience Strategy Workshop. This was attended by community representatives from across Peterborough, Huntingdon and Cambridgeshire and their feedback was invaluable.
- Councillor Tom Sanderson, both in his role as a local councillor and as a public governor of North West Anglia FT has been invited to, and taken part, in engagement events and has met with the SRO on a one to one basis.

- 2.11 Looking ahead, we are currently planning for the next phase of community and public involvement to ensure the building design, care philosophy and ways of working are shaped by the views of as many different groups and perspectives as possible. This will be achieved through a variety of approaches including both face to face and on-line events hosted by the Trust in community venues as well as the hospital. We are particularly keen to work with those community groups and organisations that already have established networks and successful ways of engaging such as our local Healthwatch and the Hunts Forum of Voluntary Organisations.
- 2.12 The next significant milestone is public engagement on the two Planning Pre-applications which have recently been submitted to the local planning authority. Engagement is anticipated to commence in early November and the approach is currently in design phase. As part of this, Cambridgeshire County Council are working closely with the Trust's Planning Advisors and Huntingdonshire District Council on the areas that fall under their remit e.g. highways, transport, flood risk and drainage.
- 2.13 We recognise for engagement to feel worthwhile to those who give their time it has to be meaningful with tangible evidence that their involvement has shaped and influenced the outputs. All of the questions and feedback received from the public engagement events have been captured in a Frequently Asked Questions (FAQs) and published on our intranet and Trust website Below are some examples of how we are striving to achieve this. The key themes that came out from the public events so far were
- Ensuring sufficient provision of car parking for patients, visitors and staff both during and after construction of the new hospital
 - Ensuring the future flows in and out of the new hospital address the current congestion faced at times of peak traffic and that dedicated flows are created for "blue light" vehicles
 - Ensuring the warm, caring feel of the current hospital is not lost in the new hospital
 - Concerns about whether the hospital will be big enough and that account has been taken of local plans for new housing developments as well as the impact of an aging population.
 - Both concerns and benefits shared in respect of 100% single rooms particularly from older people who value the social aspects of being able to meet other patients

- A strong desire to retain the green spaces that characterise the hospital and its grounds currently and the continued use of volunteers in their maintenance
- Seeking reassurance that services such as A&E and maternity will continue to be provided in the new hospital
- That services with their own identity such as the Woodlands Centre, which was partially funded by Macmillan will be maintained and not subsumed within the larger hospital.
- Ensuring that the needs of those with disabilities – both physical and cognitive - are taken into account and service users and their carers are actively involved in the planning and design of the new hospital.

An engagement event run with 56 clinical services on the initial, high-level designs led to numerous changes in the layout and adjacencies of clinical departments and proved invaluable. These sessions will continue.

- 2.14 The vision previously articulated to the Committee of a health and care campus remains very much central to the vision going forward. Development of this vision will be an important part of next steps and one very much developed in partnership with Huntingdonshire District Council and the Integrated Care System. We are keen to ensure that this wider opportunity of a health campus plays a role supporting the Councils vision for the town, that it attracts and retains the very best staff through the provision of education and research opportunities and that we explore partnerships with others that attract funding to enable our vision to be realised.

3. Source documents

- 3.1 None