

## Addenbrooke's 3 Update report

To: Health Committee

Meeting Date: 3 December 2020

From: Cambridge University Hospitals NHS Foundation trust (CUH)

Purpose: The purpose of this paper is to provide the Health Committee with an update on Cambridge University Hospitals' (CUH) Addenbrooke's 3 hospital redevelopment programme.

Recommendation: The Health Committee is asked to

a) Note the strategy of Cambridge University Hospitals to make the case for investment in the redevelopment of our ageing estate to enable us to provide facilities that are fit for modern healthcare delivery.

b) work with us to ensure we engage the public in the development of our plans.

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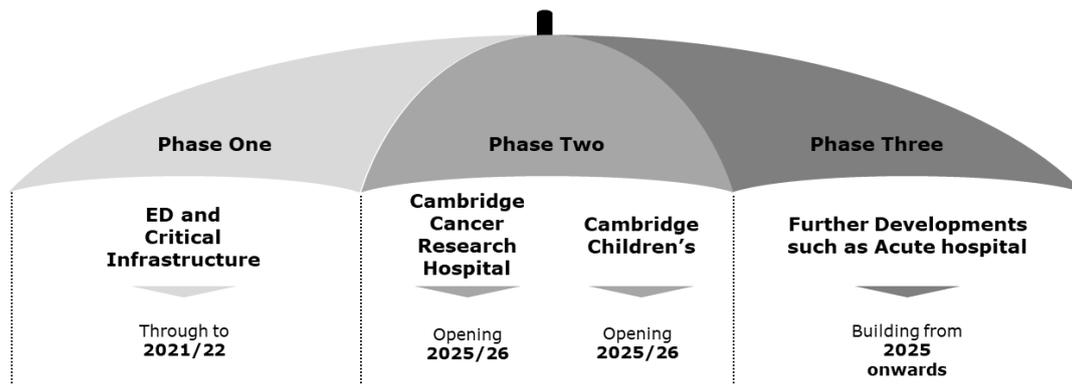
# 1. Background

- 1.1 CUH would like to provide the Health Committee with an update on the Addenbrooke's 3 hospital redevelopment programme, particularly in light of the recent government announcement for funding for the development of a cancer hospital in Cambridge.

# 2. Main Issues

- 2.1 The CUH campus comprises a mixture of buildings that have been constructed over the last five decades. Approximately half of the buildings being used for the delivery of patient services are greater than 45 years old. The hospital has a significant maintenance backlog estimated at £103m to address essential maintenance and compliance.
- 2.2 In 2010 the hospital agreed a masterplan for the redevelopment of the Addenbrooke's Hospital site. This plan was subsequently refreshed and updated in 2018. In 2020 the Trust established the Addenbrooke's 3 hospital redevelopment programme to oversee the major developments on the CUH site.
- 2.3 The ambition of the Addenbrooke's 3 programme is to deliver excellent services for our patients in facilities that are modern, fit for the future and supportive of the integration of hospital and community services. To allow us to do this we need to develop a strategy and plan for the replacement of our ageing buildings, many of which would cost more to refurbish than to replace.
- 2.4 The modernisation programme also offers us the opportunity to build facilities that help integrate primary and secondary health across the Cambridgeshire and Peterborough Integrated Care System. It is a priority for us to provide health and care services closer to people's homes with more support to stay healthy and maintain independent living.
- 2.5 We will look at the ways in which people access healthcare. We have learnt a great deal about ways of delivering accessible care during our response to Covid, such as greater use of video and telephone consultations and providing diagnostic testing in community settings. We will build on these models to ensure that we only bring patients onto the CUH campus where necessary. This will not only bring care closer to patients' homes, it will also help to reduce the burden of traffic in and around the campus.
- 2.6 CUH is uniquely poised to revolutionise healthcare in hospitals, GP surgeries, the community and in homes. The Trust plays a pivotal role in pushing forward the boundaries of what medicine can achieve and how it can be delivered more efficiently. Transformation of the workforce, digital technology and relationships with research and industry will be critical to maintaining this position, as well as drawing on the lessons learned from COVID19.
- 2.7 The Addenbrooke's 3 programme includes projects that span the short, medium and long term as shown in figure 1, below:

### Addenbrooke's 3



- 2.8 In the very short term we are focused on trying to make improvements to some of the issues and constraints we are facing with our emergency department (ED) which has seen a year on year increase in demand that has outstripped the physical capacity of the space available. The location of the ED restricts what we can do, however we have identified improvements that would enable us to manage through the next two years whilst we continue to develop solutions for the medium and longer term.
- 2.9 The hospital has received confirmation of funding for two new developments on the Cambridge Biomedical Campus (CBC) site. Cambridge Children's, which received a funding allocation in 2018 and Cambridge Cancer Research Hospital, which received confirmation of funding in the Prime Minister's announcement on 2 October this year. The children's and cancer hospitals are exciting new developments coming to the CUH campus. They will allow us to provide excellent services for our local and regional patients within much needed new buildings.
- 2.10 The vision for Cambridge Children's is for an integrated mental and physical health facility for children and young people, co-located with research, delivered through an innovative joint proposal between University of Cambridge (UoC), Cambridgeshire and Peterborough Foundation Trust (CPFT) and CUH. Cambridge Children's will be the first hospital in the world to offer physical and mental health care seamlessly integrated at the bedside, co-located with the world-leading research of the UoC. We are aiming for more than just integrated healthcare; we will be looking to understand the early origins of disease affecting both physical and mental health, to build resilience and improve life trajectories, and to shift from reactive care to prevention.
- 2.11 The Strategic Outline Case (SOC) for Cambridge Children's was approved by NHS regulators and the Department of Health and Social Care (DHSC) in April 2020 and the team are currently developing the Outline Business Case (OBC). Our expected timeline is for the children's hospital to open in Summer 2026.
- 2.12 The vision for Cambridge Cancer Research Hospital is a partnership between the University of Cambridge and CUH. It aims to bring together clinical expertise from CUH with world-leading research scientists and locate them together within the new facilities to enable us to bring the latest research findings to the patients' bedside. This has the potential to dramatically transform our ability to detect and treat cancer. A key focus of the model of care is early detection of cancer.

- 2.13 We are currently planning to submit our SOC and OBC for the cancer hospital in Spring 2021 and our expected timeline for the hospital to open in 2025.
- 2.14 These two new hospitals on the CUH site will provide us with a welcome opportunity in the medium term to improve our ability to deliver safe, effective care in modern, fit for purpose facilities. They are key steps in our journey to replace our ageing buildings and we are delighted to have been allocated funding for them.
- 2.15 We need to continue to develop plans for the remainder of the CUH site through the Addenbrooke's 3 programme. We are developing an overarching programme business case that will describe our strategy and options for CUH development in the short, medium and long term. Our next priority, after children's and cancer, is to develop a hospital that will focus on patients with urgent care needs, incorporating our emergency department together with services that will allow patients to be treated quickly and either avoid the need for admission to hospital or only require the patient to be admitted for a few days for care.
- 2.16 Involving our stakeholders across the whole range of Addenbrooke's 3 projects will be critical for their success. The committee has been hugely helpful in advising us on the proposals for Cambridge Children's and we are very grateful for the help of the two nominated Members in guiding us through our business case process. We have begun an engagement programme involving children and families in the selection of our design team for this hospital and are establishing a children's network for ongoing input and involvement, as well as working through existing third sector organisations who represent patient groups.
- 2.17 There has been considerable patient involvement in the proposal for the Cambridge Cancer Research Hospital and this will be increased during 2021 as the Outline Business Case for the project comes together. We would welcome further input from the Committee around our plans to engage across the whole of the re-building programme and look forward to keeping you up to date with developments throughout the coming years.

### 3. Source documents

- 3.1 None