

# Investing across north east London

- We are committed to continuing to invest in services and estate across north east London.
- Each hospital in north east London is different and they cannot be fairly compared – they do not have the same estate, clinical or workforce capacity.
- The number of beds in use at any hospital also changes daily, depending on the numbers of patients, the type of care required and safe staffing needs. Some of our hospitals provide very specialist care (such as St Bartholomew's Hospital) and we have designated hospitals for people across London with a heart attack or stroke.
- Some beds are used as part of national networks, and are therefore used by patients from outside of north east London and indeed outside of London.
- The Royal London is a major acute and specialist hospital. It offers a range of local and specialist services to patients from across all areas north east London (and beyond) and is one of the capital's leading trauma and emergency care centres and hyper-acute stroke centres.

# Some key developments and progress

- Successful funding bids received for major projects including St George's Hospital, Havering (17m) Whipps Cross Hospital (TBA), and Sutherland Road Health Centre, Waltham Forest (1.5m)
- Opening of the new NELFT Jane Atkinson Community Centre (WF)
- COVID-19 response (including infection prevention and control) and additional capacity provided across the system
  - This includes £24m investment in expanding critical care at the Royal London.
  - All NEL hospital Trusts (Barts Health, Homerton and BHRUT) received £13.2 million to prepare for winter. BHRUT also secured an additional £15million in government funding over the next two years for King George Hospital.
- Centralised NEL capital pipeline (part of the London Capital pipeline)
- DH asset transfer policy enforced to retain assets locally, and continued progress on void reduction across estates

# Estates major achievements (2018 – 2020)

## Funding awards:

### Capital:

1. St George's Hospital, Havering: £17m
2. Whipps Cross Hospital – TBA.
3. Sutherland Road Health Centre (WF) – £1.5m
4. Goodman's Field (TH) – Section 106 funding - £6m
5. Pontoon Docks (Newham) – £1.6m
6. Improvement grant funding – £4m over 2 years
7. Additional estates and technology transformation fund (ETTF) funding – £1.5m
8. Barts Life Sciences benefits from £1.5 million in funding
9. 13.2m across NEL hospitals for winter + additional £15m for KGH

## Improved utilisation:

1. Kenworthy Road Health Centre (Hackney)
2. Kenwood Gardens (Redbridge) - additional clinical rooms will open in December 2020
3. Shared back office for CCG corporate staff in BHR and WEL (better office environment and use of our resources)

## Funding awards:

### Revenue:

1. Ilford Exchange
2. Barking Riverside
3. Beam Park
4. St James

## Additional capacity:

1. Barts Health Orthopaedics Centre – Newham Hospital – c.£6m investment
2. Jane Atkinson Centre (WF) development – c£14m
3. Cancer diagnostic hub providing additional capacity at Mile End Hospital
4. Wellington Way Health Centre (TH) – January 2020 – c.£7m investment
5. Royal London 14/15 floors capacity for Covid-19 response – c.£24m investment
6. Goodmayes Hospital additional beds capacity for Covid-19- £1m investment

# Estates: How COVID-19 has changed planning

- NEL partners have worked together to develop a joint NEL-wide operating plan that involves creating surge capacity.
- We have maximised the number of acute beds we can dedicate to patients.
- We have maximised our clinical management of Covid-19 to minimise length of stay, this had a big impact on our bed requirement.
- We worked with partners to create capacity outside our hospitals, e.g. using void capacity at East Ham Care Centre.

## Additional surge critical care capacity

- Barts Health – Royal London. Up to 176 critical care beds on 14/15<sup>th</sup> floors in state-of-the-art unit.
- NELFT – Goodmayes Hospital - additional 100 step down beds to support King George Hospital for patients not requiring ventilation support
- ELFT – East Ham Care Centre – space brought back into use with additional 19 beds

# Estates: next steps

- The NEL ICS will be the primary level at which the new health and care system will be designed and delivered. Locally, any capital projects will be delivered by Integrated Care Partnerships (ICPs) – Barking Havering and Redbridge (BHR), Waltham Forest, Newham & Tower Hamlets (WEL) and City and Hackney (C&H), with NEL providing strategic assurance and oversight to ensure a consistent approach and leadership for system-wide programmes.
- We will continue to support and deliver key actions including:
  - Continuing to support the impact of Covid-19, including Covid response programmes for vaccine trials and testing sites
  - Refreshing our infrastructure plan to support new clinical models
  - Managing our capital pipeline
  - Focusing on using our capital resources to help address health inequalities
  - Continue to bid for centralised funding opportunities when available
  - Build the pipeline of additional assets to transfer locally
  - Complete the reduction of clinical voids across the estates
  - Use digital innovation for better access to services – including implementation of Futuregov principles
  - Support any necessary requirements for the creation of a single CCG
  - NEL have also been part of primary care planning model with Imperial College Health Partners. This will enable us to continue the extensive work we have been doing with primary care networks to create a primary care strategy which feeds up into the NEL strategy and pipeline for 21/22 onwards.