

## Whipps Cross Redevelopment Update

**This update has been prepared for the Outer North East London Joint Health Overview and Scrutiny Committee (ONEL JOSC) Meeting on Tuesday 16<sup>th</sup> March 2021, 5pm.**

### Introduction

1. Barts Health NHS Trust is planning to build a brand new hospital at Whipps Cross. It will provide the same core NHS services as today, including A&E and maternity, with improved modern facilities, in better surroundings, for the whole community. A new flexible hospital design, able to adapt to future healthcare demands, will have more clinical space for staff to treat patients within an environment of improved care and wellbeing. The development's design is being led by healthcare professionals, with important input from patients and the local community.
2. The programme is continuing to progress, despite the unprecedented clinical and operational challenges of the COVID-19 pandemic that our staff and our health and care partners have been facing. We are continuing to develop the Outline Business Case (OBC) ahead of submission to the Department of Health and Social Care later this year.
3. This note provides an update on the redevelopment programme, including the latest on: the size and shape of the new hospital, the Margaret Centre services and the emerging designs both for the hospital and the wider Whipps Cross site. The latest designs were published in February in a booklet as part of the pre-planning application consultation. This is attached as an appendix to this note.

### Capacity in the new hospital

4. Our ongoing demand and capacity modelling is confirming the assumptions we made in the Strategic Outline Case (SOC) for the new hospital still apply<sup>1</sup>. We have not finalised this work but, overall, we should expect to require fewer overnight inpatient beds in the new hospital, as we expect to carry out more day case surgery and diagnostic tests and deliver more same-day emergency care.
5. However, the number of beds in any hospital is not fixed and, through the hospital design, we will have the flexibility to respond to changes in operational pressures, with an appropriate number of beds. Importantly, and in response to feedback, the

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<sup>1</sup> See the September 202 publication, [Building a Brighter Future for Whipps Cross: Moving to the next stage](#)



latest designs for the hospital and the wider site now also include additional space for future hospital expansion should it be needed in the future.

6. In support of this, we continue to work closely with our partner organisations in north east London to ensure our assumptions are aligned with respect to demand and capacity planning across the local health and social care system. Working together, we are also considering with partners how best to realise the benefits of the opportunity the redevelopment gives us, as a local health and care system, to co-locate community services on the Whipps Cross site in a way that will continue to support the delivery of integrated care strategies.

7. At around 80,000 square metres, the new hospital will have more clinical space than today in which to treat patients – with the overall proportion of clinical space expected to increase from 50% in the current hospital to around 65% in the new hospital. This will help staff deliver improved pathways of care including more space and facilities to diagnose and treat emergency patients on the same day to avoid admissions and more spaces for day case surgery. The new hospital will also improve patient experience, privacy and dignity, with around 70% single rooms in the new hospital, compared to only around 17% today.

### **The Margaret Centre**

8. Over the last few weeks, we have received representations about specialist palliative care and end-of-life care, with respect to the long-term future of the Margaret Centre in the context of the redevelopment of the hospital. The new hospital will continue to provide specialist palliative and end-of-life care. However, in light of some of the points made in the representations, clinicians have agreed to review what we have been describing as the future model of care.

9. This review will be looking at how we organise the provision of specialist palliative care and end-of-life care in the new Whipps Cross Hospital; and we are working with partner organisations in the local health and care system to agree next steps, ensuring the focus continues to be on planning and delivering the highest quality care for our patients, their families and those that care for them.

### **Latest designs for the hospital and the wider Whipps Cross site**

10. The overarching design vision, which has been positively received, is to create ‘a hospital in a garden and a garden in a hospital’, connecting the hospital more

strongly to the local areas and the neighbouring Epping Forest, with the healing benefits that that can provide. Key benefits of the emerging hospital design include:

- a cluster of ward modules around a central hub, allowing different departments to work together more effectively and helping to minimise walking distances for patients and staff, making the hospital easy to get around with better wayfinding;
- more space for clinical activity and significantly more single rooms for patients;
- the flexibility and adaptability to respond to changing healthcare needs in the future - we have seen how important this requirement is during the hospital's response to the COVID-19 pandemic; and
- an exemplar sustainable building that is designed to achieve the target of net zero carbon.

11. In relation to the wider site, we want to create a much more accessible place than at present, promoting active travel with new walking and cycling routes connecting the site to Epping Forest and the neighbourhoods around Whipps Cross. A plan is being developed to promote active travel and to improve public transport connectivity to the hospital and we continue to work closely with Waltham Forest and Redbridge local authorities, Transport for London and the Greater London Authority.

12. We expect the combination of different initiatives will help reduce the reliance on car use, recognising there will still be an ongoing need for car parking on the site. Our plans envisage the construction of a new 500-space multi-storey car park to be completed ahead of the construction of the new hospital. But we assume we will need to construct a second car park after completion of the new hospital, even though the size of that second car park is not yet known – we will need to assess the impact of the active travel plan before deciding final car parking requirements.

13. Once the new hospital is built and services have relocated into it, the land not required for the new hospital will be released for development, primarily for much-needed new homes, including an assumption of 50% affordable housing. We are also planning to retain space on the site for future healthcare uses.

14. Our emerging designs for the wider site also envisage a new neighbourhood with its own identity, including integration with some of the hospital's oldest buildings in a way that celebrates the heritage aspects, complemented by shops, leisure facilities

and green public spaces, such as a new public park. The feedback we have already received has helped us to develop the proposals further. Below are four of the main areas where we have listened to feedback and made changes that are reflected in the latest published designs:

- many wanted to see additional space retained for the hospital to potentially use in the future -additional space has therefore been identified for potential hospital expansion and other health services;
- concern was raised about the proximity of some of the proposed buildings to existing homes around the site - both the hospital and the multi-storey car park have been moved further away from the boundary and parts of the hospital closest to our residential neighbours have been lowered. It is also proposed to plant more trees along the site's boundaries;
- lots of people liked the idea of a new park and wanted to see as much green space as possible. Our plans would create a new park around the restored chapel, re-establishing a strong green connection between the hospital and Epping Forest for everyone to enjoy. The plans also now include gardens and landscaping across the site and a new green route for pedestrians and cyclists along what we are currently calling the Fille Brook;
- we heard from some people how much they value the historic buildings. We want to celebrate their history and give them a new lease of life. The plans would restore the chapel and create a feature of it in the new park and refurbish the four historic pavilions to create new homes and community.

## **Enabling Works**

15. We are about to appoint a contractor for demolition of the disused buildings on the site of the former nurses' accommodation, the preferred location for the new hospital. We expect the works to begin in the coming weeks. This first phase of the enabling works allows us to move forward to make the site ready for the construction of the new hospital and will include the temporary re-provision of car parking spaces ahead of the main works and construction of the new permanent car park.

## **Communications and Engagement**

16. The Whipps Cross Redevelopment is a programme that exists for the local community, to deliver real benefits for health, wellbeing and regeneration of the

community that can be enjoyed by generations to come. Effective communication and engagement across the communities served by the hospital – is key to the redevelopment, to ensure people are kept informed and to seek their views so they can help us shape, develop and improve our plans for their hospital.

17. Over the past few months we have held a total of 25 focus groups. In September and October our Health and Care Services team held focus groups for patients about individual experiences of clinical services at Whipps Cross. Throughout November and December we held a series of design focus groups, covering the following topics, which included representation from local people across the communities served by Whipps Cross:

- Healing Environments – Public Spaces
- Patient Journeys (moving around the hospital)
- Inclusive Design
- Healing Environments – Clinical Spaces
- Travelling to Hospital
- External Approach and Green Spaces

18. We are now in the second phase of our pre-planning application consultation, in which staff and local people have the chance to have their say on our latest plans in a variety of ways: through a series of public meetings (held on 27<sup>th</sup> February, 2<sup>nd</sup> March and 4<sup>th</sup> March), staff meetings, a dedicated email inbox and phone line and an online survey.

19. As well as communicating about the programme through established Whipps Cross communications channels, we also work very closely with our partners in Clinical Commissioning Groups and local Councils (including Waltham Forest, Redbridge and Epping Forest) who support and enable us to communicate and engage widely with local people and groups across the communities who use Whipps Cross.

20. We are also being supported in our thinking around engaging and involving members of the community through our Community Engagement Action Group and through community leaders who are involved in supporting us establish a new community forum for Whipps Cross.

## Conclusion

21. In conclusion, the Whipps Cross redevelopment programme is continuing to progress, despite the unprecedented clinical and operational challenges of the COVID-19 pandemic that our staff and our health and care partners have been facing. We continue to work with very closely with our local health and social care partners, our staff and local people to develop the plans for a brand new hospital that can serve the local community for generations to come.

22. Further information about our vision, the story so far, the proposed designs, and other materials can be found on our website [bartshealth.nhs.uk/future-whipps](https://bartshealth.nhs.uk/future-whipps).