



Whipps Cross Redevelopment

Outer North East London Joint Health Overview and Scrutiny Committee (ONEL JHOSC)

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Introductions

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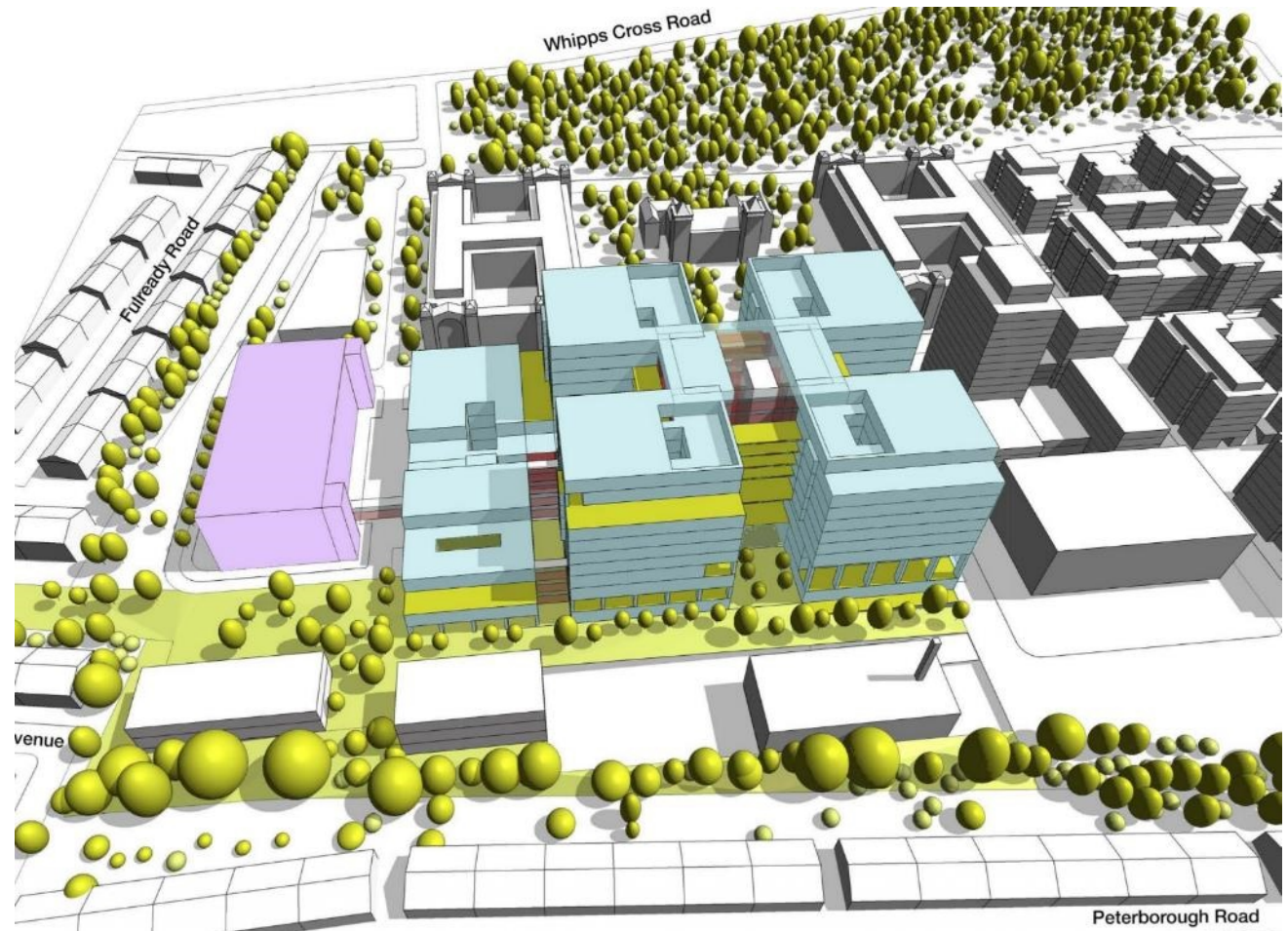
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Programme summary

- Programme Overview
- Planning Application
- Outline Business Case



Health and Care Services Strategy, Whipps Cross Hospital



The Health and Care Services Strategy set out new models of care for the hospital as well as new ways of working with system partners

Six models of care

**Urgent and
Emergency
care**

Planned care

Cancer

Maternity

**Children and
Young People**

End of Life

Working in partnership with the wider health and care system

Health promotion and wellness

Delivering preventative and personalised care, assisting with lifestyle and chronic disease management

Home/community based preventative care

Identifying people with complex needs, enrolling them with a community multi-disciplinary team

Discharge support in the community

Rapid discharge from hospital, supported by a multi-disciplinary team within the community.

Redeveloping the hospital buildings

- *Replacement of the old nightingale wards and expanding the number of single rooms in the hospital*
- *The expansion of space at the 'front door' will allow for greater cross-disciplinary working in the SDEC model*
- *Co-locating services more effectively, such as locating diagnostic services near to ED will improve patient flow*
- *Redesigning outpatients will allow for greater flexibility in the type of clinics delivered*

Enablers

- *Effective technological support and sharing of information between teams and partner organisations*
- *Sustainable, multi-disciplined and integrated workforce*
- *An estate which enables new ways of working*
- *Aligned financial incentives which support innovation and transformation*
- *Rapid availability of diagnostics and interpretation of tests*

The redevelopment provides an opportunity to implement new clinical models of care, but will continue to deliver the same core services as today.

New models of care described within the Whipps Cross Health and Care Services Strategy

New models of care

Faster access to specialist assessment

Rapid diagnostics and prompt results

Closer links with primary and community care

Better coordination of care

Centres of sub-specialist expertise for surgical services

Centre of excellence for the care of older people

Outpatient transformation

Better integration of technology

Greater use of research and academia to drive innovation

Improved links with primary and community care - more people will access the hospital by referral from services in the community (e.g. GPs, NHS 111, primary care 'hot hubs'), meaning fewer people arriving on site as 'walk-ins'.

- **Faster access to specialist treatment:** Referred patients will see senior clinicians faster by being streamed to the right pathway, Same Day Emergency Care (SDEC), specialty hot clinics and only the most urgent cases directed via ED. Urgent Treatment Centre (UTC) will remain on site.
- **Planned Care** - the strategy's proposed shift towards more virtual outpatient appointment, clinical triage of referrals and better use of advice and guidance
- **Rapid diagnostics:** increased number of MRI and CT capacity to improve access to early and same day diagnostics



Health and Care Services Strategy - process overview

- The Health and Care Services Strategy (HCSS) underpins the proposed redevelopment of Whipps Cross Hospital. It was developed in 2019, and approved by the Barts Health Trust Board in the same year
- Modelling was undertaken, focusing on demand, activity, and capacity, to provide assurance that the new hospital will provide sufficient space for our changing population under the new models of care
- Work to implement the strategy began in February 2020, and was interrupted by the first wave of the COVID pandemic. Guidance for health and care systems had been published in the wake of COVID, describing future ways of working. In light of this, we reviewed the modelling to provide further assurance that the new hospital is the correct size, concluding that this is still the case. We also reviewed our strategy and concluded that a few revisions were to be made.
 - Reducing the number of ‘walk-in’ referrals even further
 - An update to the scope of surgical services, dependent on the NEL strategy
 - Updates to the hospital design brief to enhance infection control measures
 - An acceleration of the delivery of non face to face outpatient appointments
- A subsequent piece of work, commissioned by the East London Health and Care Partnership, confirmed alignment with North East London system plans for planned surgery, and the ambitions for a more optimised urgent and emergency care pathway.
- It also reviewed birth rate projections, resulting in a slight reduction for Whipps Cross compared to projections that were made in the Strategic Outline Case

We have undertaken a series of cross discipline stakeholder engagement sessions across the local health sector

At Strategic Outline Case stage the programme team delivered 34 workshops with service teams from across the hospital and engaged with more than 190 unique stakeholders

In collaboration with hospital divisional teams and other departments the Clinical and Functional Brief and Schedule of Accommodation finalised

A series of detailed design sessions are undertaken, with over 35 focus group meetings held with staff, patients and local residents

Summer
2019

2020

January
2021

February
2021

March
2021

2021 and
beyond

A total of 35 Service User Groups with over 200 active participants were held

Work begins with clinical and operational colleagues to begin design plans for the Outline Business Case

Outline Business Case due to be completed by summer 2021. The FBC will be developed in 2022, with construction due to commence in spring 2023

Extensive meaningful clinical and patient involvement has been undertaken throughout the course of the programme

Key Enabling Workstreams



Out-of-hospital transformation is a key element to our business case for the new hospital being successful

What transformation is happening outside of Whipps Cross Hospital?

Delivering modern healthcare is not just about the bricks and mortar of hospital buildings - it's about ensuring the right services are in place across primary, community and secondary care, with organisations working seamlessly together to deliver for patients. That is why we have developed our thinking working closely with our local health and social care partners.

Why does this need to happen?

As patients' needs become more complex, we need to treat them through integrated multi-disciplinary teams that work seamlessly both within the hospital and in the community. That means facilitating access to mental health and physical therapy on the wards and in outpatients, while also strengthening the support and management for patients at home or visiting GP surgeries so they don't need hospital treatment.

What is happening at the moment to build on this?

We have developed a Clinical and Professional Advisory Group (CPAG) to support health and care organisations in:

- identifying and working towards **shared system priorities**
- delivering care jointly in **close collaboration** to achieve **shared outcomes**

CPAG has representation from across the system, including Barts Health, North East London NHS FT (NELFT), North East London CCG (NEL CCG) – including Waltham Forest and Redbridge – and West Essex CCG

Together we have three simple aspirations.



First, to help people stay healthy.



Second, if people are unwell, to provide care and support as close to their home as possible so they do not need to attend hospital.



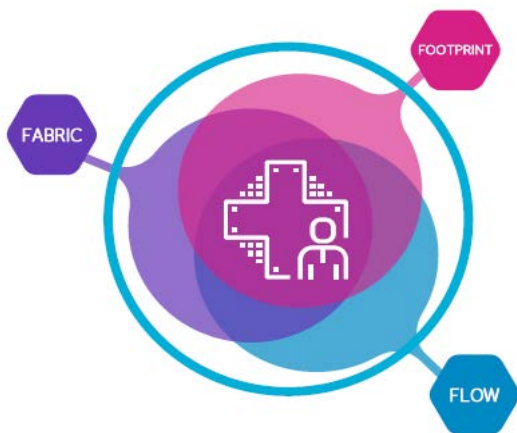
Third, if hospital care is necessary, to ensure people are seen and treated quickly and safely discharged back home as soon as they are able to, with the support in place to help them stay there.



The NHS *Blueprint for Digitally Advanced Hospitals* is guiding our plans for the new Whipps Cross



- In September 2020 the Department of Health and Social Care released the '*Health Infrastructure Plan - A Blueprint for Digitally Advanced Hospitals*'
- The blueprint guide was released to help support organisations to make wise and future-proofed choices on technology and to guide their digital design aspirations.
- It offers advice and guidance and lessons learned offered to all HIP sites embarking on their digitally advanced hospital projects
- It gives a structured approach to developing principles down to individual implementation considerations for each technology, which will ensure all new hospitals work to similar standards.
- The components of this digital Blueprint have been broken down into three fundamental categories:
 - the **fabric** of the building
 - the **footprint** of the establishment
 - the **flow** of the operating model



We have worked with our hospital divisions to develop a workforce strategy, delivery plan and model



End-of-Life and Palliative Care

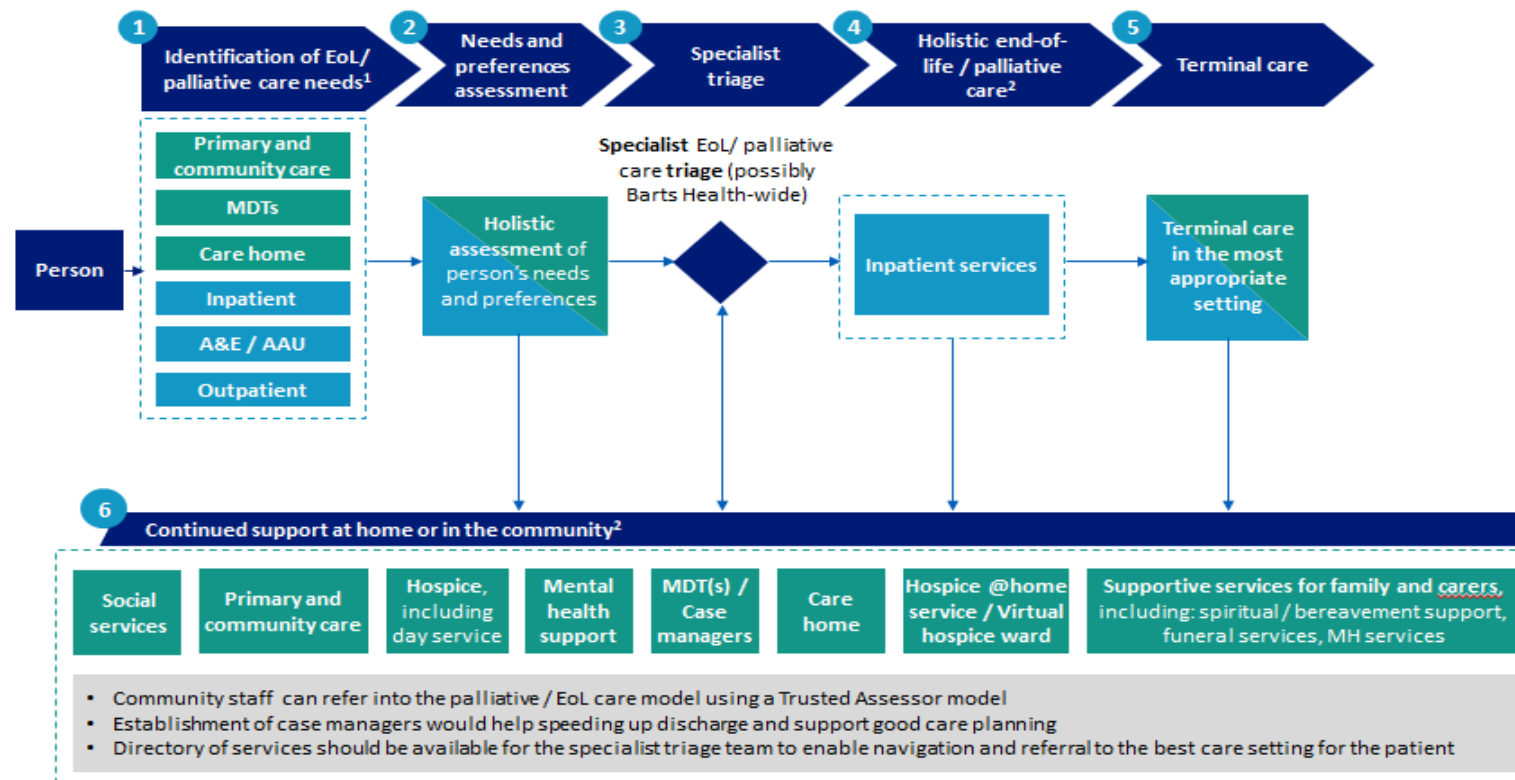


Model for End-of-Life and Palliative Care services

The Whipps Cross Health and Care Services Strategy, developed in 2019, describes the future model of care for End of life and Palliative care:

- More closely integrated palliative and end-of-life care services
- The strategy set out the following steps in the model of care:

End-of-life (EoL) and palliative care model



1. End of life defined as at least the last year of life
2. Holistic assessment and care and support planning can take place in different locations

The model of care is now being reviewed ahead of the detailed design of the new hospital...



We are undertaking a clinically-led review of the model of care, including how we organise the provision of specialist palliative care and end-of-life care in the new Whipps Cross Hospital, all informed by the engagement and support of patients and local interest groups.



To date we have made progress in mapping the provision of the current palliative and end-of-life care services available to patients from across the Whipps Cross catchment area. This includes the hospital's specialist palliative care team that cares for inpatients at Whipps Cross Hospital, including in the Margaret Centre inpatient unit, as well as the Waltham Forest community palliative care nursing team co-located in the Margaret Centre. In addition to this we have also mapped services that are provided by our partners in primary care, community services, social care and the voluntary sector



We anticipate that the first phase of the review, focusing on the future model of care, will be completed by the end of June. Once the outcomes are agreed, we will set out how – with partners – palliative and end-of-life care will continue to be transformed across the Whipps Cross Hospital catchment area. The second phase of the work, following on from that, will be to assess the options for the configuration of specialist services in the new hospital, as the redevelopment plans are taken forward in greater detail. We will continue to engage with patients and local interest groups in supporting this work.

Conclusion



The **indicative timescales**, subject to business case and planning approvals, would see a **new hospital completed in 2026**



Questions

