

# THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST: KEY DEVELOPMENT UPDATE

<b>Relevant Board Member(s)</b>	Patricia Wright, THH Chief Executive
<b>Organisation</b>	The Hillingdon Hospitals NHS Foundation Trust
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<b>Papers with report</b>	Report on performance and presentation on redevelopment attached.

## HEADLINE INFORMATION

<b>Summary</b>	To provide an update to the Health and Wellbeing Board on a number of developments at the Trust, to include: <ul style="list-style-type: none"><li>• Redevelopment of Hillingdon Hospital</li><li>• Performance update</li></ul>
<b>Contribution to plans and strategies</b>	<ul style="list-style-type: none"><li>• Recovery and Improvement plans</li><li>• Clinical strategy</li><li>• Quality and Safety strategy</li></ul>
<b>Financial Cost</b>	N/A
<b>Relevant Policy Overview &amp; Scrutiny Committee</b>	External Services Select Committee
<b>Ward(s) affected</b>	All

## RECOMMENDATION

**That the Health and Wellbeing Board discusses and notes the update.**

## PERFORMANCE UPDATE

### Introduction

This report aims to provide the Health and Wellbeing Board with an update on performance at the Trust over the last 9 months. It focuses on areas where progress has been made and ongoing and emerging challenges for the Trust in 2021/22 and looking forward to 2022/23.

## **Progress**

### **1. Quality and access**

#### **1.1 Quality**

There has been a steady and consistent improvement in quality as evidenced through our routinely reported quality metrics and presentations to the Trust Board and we continue to make progress with the Quality priorities for 2021-22:

- Priority 1: Improve the experience of patient discharge
- Priority 2: To work in partnership with our patients and carers to deliver high quality patient experience
- Priority 3: Improvement to prevention and management of VTE for our patients
- Priority 4: Provide a framework for enhancing quality and safety for patients whose clinical condition may be deteriorating

As a result of the focus on quality over the last 12 months, the Section 29 and 31 licence conditions imposed by the CQC in 2020 were lifted in July 2021.

#### **1.2 Access**

The national focus since April 2021 has been on Elective Recovery. The Trust continued to provide elective care during the second wave of the pandemic from its 'green' day case facility at Mount Vernon and following the move of ITU to a new facility in Modular North has been able to support complex surgery on the Hillingdon site. We have seen a steady improvement against agreed trajectories and have a plan to reduce and eliminate long waiters by agreed dates in 2022-23.

Pressure on Urgent and Emergency Care (UEC) has been increasing since April 2021 and the Trust is seeing unprecedented numbers of patients in the Urgent Care Centre (run by Totally) and A&E. This has resulted in variable performance on a day to day basis and an overall deterioration in performance against the 4 hour target. A programme of improvement work, supported by Hillingdon Healthcare Partners, reviewing the whole UEC pathway is underway alongside a transformation programme being led by the A&E team.

### **2. People**

There is recognition at a national and local level of the strain staff have been under over the last, almost, two years. Our People are the Trusts greatest asset and in response to this, we have published a People Strategy with the four pillars set out in the picture below.



Programmes of work have commenced to address each of these areas including:

- Developing an enhanced health and wellbeing offer for staff
- Appointing an Equality and Diversity lead
- International nurse recruitment

### Ongoing and emerging challenges

#### 1. Finance and use of resources

In August 2021 the Trust was placed in category 4 of the national System Oversight Framework due to concerns about the financial position in the short and longer term. As a result, the Trust is receiving support from the NHSie Recover Support team and is working with them to develop a 2-3 year Financial Recovery Plan to ensure that the Trust returns to a sustainable position.

#### 2. Quality, access and outcomes

Alongside the focus on use of resources we will continue to prioritise quality, elective recovery and emergency access.

### Conclusion

The NHS continues to experience significant pressures across all services and although the number of inpatients with Covid-19 is slowly dropping, the Trust remains vigilant and prepared for any upsurge in cases. Over the last 9 months, despite these pressures we have continued to focus on quality improvement with obvious benefits, although we recognise there is still a long way to go. Financial performance is a concern but with the support of the national team, good progress is being made.

# The new Hillingdon Hospital

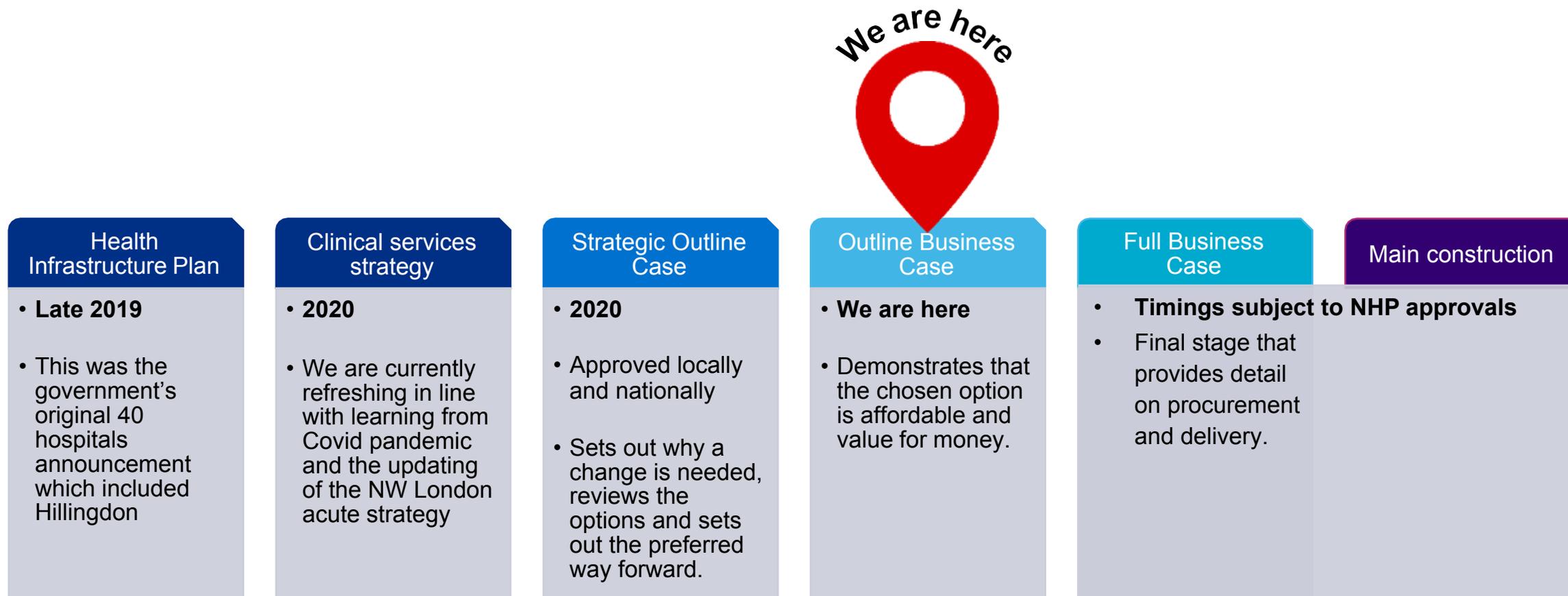
## Update

# Areas to cover

- Where we are in the process and highlights so far
- What the new hospital will look like
  - Master plan
  - How the new hospital will be better for patients and staff



# Timeline



# Highlights over the last year

- We've made a great deal of progress over the year including:
  - Strategic outline case approval
  - Finalising the 1:500 plans that set out the general layout of the floors and departments
  - Running our public exhibition around our planning application

# The masterplan



The new hospital



Central open space



Rooftop healing garden



Homes



Multi-storey carpark



Eastern civic square



# Design



The new hospital design includes a high degree of standardisation.

We will use Modern Methods of Construction (MMC) to ensure effective and fast track delivery of a high-quality building.

# Design

View from Crispin Way to new hospital



View of the new hospital main entrance



View from Crispin Way of current hospital



View of the new hospital main entrance



# Better for patients and staff



- Urgent and emergency care on a single floor with integrated diagnostics
- A co-located midwife led unit
- A larger critical care unit located next to our high dependency unit
- Outpatients designed to improve patient and clinical experience while supporting better integrated and digitally enabled care. Features include:
  - Large multi-functional treatment rooms for consultations
  - and day case procedures for a range of specialities. More radiology diagnostics which will support one stop visits.

# Better for patients and staff

- We have increased the working hours for elective services from 40 to 48 hours a week.
- Current plans would see the new hospital have about 40 per cent more floor space.
- This is an increase from around 55,000m<sup>2</sup> to approximately 75,000m<sup>2</sup>
- There will be a small increase in beds numbers - 489 beds compared to 484 currently (this doesn't include beds at Mount Vernon)
  - With a larger number of single rooms (>70% overall) and approximately one full isolation suite per eight beds
  - Critical care unit: 20 beds, split into 2 clusters of 10 (each cluster has a 4 bed bay and 6 singles)

