

EXTERNAL SERVICES SELECT COMMITTEE - HILLINGDON HOSPITAL REDEVELOPMENT

Committee name	External Services Select Committee
Officer reporting	Jason Seez, The Hillingdon Hospitals NHS Foundation Trust
Papers with report	None
Ward	n/a

HEADLINES

To provide the Committee with an update on the progress of the Hillingdon Hospital redevelopment project.

RECOMMENDATION: That the Hillingdon Hospital redevelopment update be noted.

SUPPORTING INFORMATION

Context

The vision for the Hillingdon Hospital redevelopment is to provide a state-of-the-art new hospital for the residents of Hillingdon, and beyond, which supports the very best in delivery of healthcare. Plans for the new Hillingdon Hospital involve:

- The same mix of services that are currently available at Hillingdon Hospital
- A new hospital built on the existing site, adjacent to the current hospital
- The current hospital remaining open during construction of the new hospital

The Trust must follow the HM Treasury's Green Book business case process to justify the significant public investment in the estate and to show that all options have been considered and the best option selected. The Green Book has three stages, which are Strategic Outline Case, Outline Business Case and Full Business Case.

The Strategic Outline Case for the redevelopment of Hillingdon Hospital was approved by regulators and by Department of Health and Social Care Ministers in February 2021, following approval by the Department of Health and Social Care and NHS England / Improvement Joint Investment Committee in October 2020. The Trust has subsequently commenced development of the Outline Business Case.

This paper provides the Hillingdon External Services Select Committee with an overview of progress since the last detailed report provided in April 2021 and high-level progress update provided in October 2021.

Overview of progress

The NHS England / Improvement and Department of Health and Social Care New Hospital Programme, set up to oversee investment in new hospitals across the country and to support Trusts to deliver on key Treasury priorities, has positioned the Trust as one of eight pathfinder

schemes. The pathfinder schemes are larger and more complex schemes whose plans are relatively advanced. The pathfinder schemes will incorporate elements of standardisation to deliver better and more efficient design and delivery and will be key in developing wider guidance that can be applied to future new hospital schemes.

The Trust has continued to develop the Outline Business Case for the new Hillingdon Hospital at pace, working in partnership at a local Hillingdon, North West London system and at a national level. Key activities include:

- Positive engagement with the London Borough of Hillingdon planning authority, with five detailed sessions held to develop the Planning Performance Agreement.
- Continued development of the designs for the new hospital with the Trust's clinical and operational teams, taking account of the recommendations and emerging priorities of the New Hospital Programme, comments from the planning authority and feedback from staff and public engagement.
- Development of the Trust estates strategy through consultation with key partners, ensuring alignment with the North West London estates strategy.
- Development of a workforce plan in collaboration with clinical and operational teams.
- Refreshing of the clinical services strategy, in partnership with colleagues at both a Hillingdon place and North West London system level.
- Continued partnership work with Hillingdon Health and Care Partners to ensure that plans are aligned across the hospital and community services.¹
- Extensive engagement reaching a wide cross section of the community, including public and staff webinars, patient focus groups, and targeted advertising on social media.
- Extensive engagement with the New Hospital Programme to inform the whole national programme business case.

Design development

The Trust has made good progress in the development of the designs for the new Hillingdon Hospital, in preparation for the submission of the planning application in April 2022 and subsequent submission of the Outline Business Case.

1:500 scale design drawings have been completed. These outline the floor-by-floor layout of the new Hillingdon Hospital, identifying the key clinical adjacencies and showing where different rooms and elements such as lifts are, but not the detail within those rooms. The 1:200 scale design drawings are now well progressed, which are the next stage of scale drawings where more of the internal detail of the new hospital layout and departmental adjacencies are shown. Three rounds of 1:200 design meetings have now taken place with the Trust's clinical and operational teams to support the finalisation of the 1:200 designs by February 2022.

The design of the new hospital is therefore now reaching a stage where it can be incorporated within the Outline Business Case and continues to reflect patient and public feedback and meet the requirements of the planning authority, New Hospital Programme and the Trust's clinical and operational needs.

¹ Hillingdon Health and Care Partners bring together hospital services, GPs, community and third sector services and works closely with the local authority and academia to provide more seamless care for adults in Hillingdon, with the aim of preventing hospital admissions and with an increased emphasis on co-ordinated care and proactive care planning.

Planning application

Since the last update to the Hillingdon External Services Select Committee in October 2021, the fifth pre-planning application meeting has been held with the London Borough of Hillingdon, which took place on 2 December 2021. This considered the new hospital design, landscaping, townscape and visual impact, townscape views, transport, and timescales. Overall, feedback on the new hospital design has been positive and receipt of a pre application advice letter is expected imminently.

Specialist workshops on key topics such as flooding, materials, landscaping and energy are being convened with the London Borough of Hillingdon for January and February 2022 to support in addressing any outstanding queries and the Trust will continue to work with the planning authority to address all feedback ahead of submitting the planning application.

Communications and engagement

The Trust launched a public exhibition on 22 June 2021, which ran for a period of just over eight weeks to provide the public with the opportunity to review the emerging plans for the new Hillingdon Hospital from a building design perspective and provide feedback to support in shaping plans and to inform the planning application submission. The exhibition considered, for example, the location of the hospital, clinical improvements that drive the design, transport links, car parking, sustainability and construction.

The public exhibition led to over 30,000 people visiting the exhibition online and 360 people completing detailed feedback forms. The Trust created a range of digital products, held online webinars and utilised Facebook advertising that reached around 30,000 residents. As Covid-19 restrictions were lifted, in-person engagement was also undertaken, which boosted engagement considerably.

Feedback has been provided from a good cross section of the community and has been used to improve plans for the new Hillingdon Hospital in a variety of ways. For example:

- During engagement on paediatric services, there was a resounding wish for a specific teenage and young adult facility, which will now be incorporated into the design.
- The majority of people heard from favoured single rooms when admitted to maternity facilities. This is being reflected in an increased number of single rooms in this department. The advantages of access to light and fresh air were also highlighted in feedback. In response, the maternity area is being developed with access to an outside terrace.
- Feedback suggested a requirement for separate lifts so that patients coming out of surgery are not sharing with visitors to the hospital, which is being incorporated into the design.

Since the exhibition ended, the Trust has continued to undertake extensive engagement. Public facing products such as updated FAQs based on the feedback from the exhibition have been developed, and some of the more popular questions have been turned into short videos available on the hospital's redevelopment YouTube channel.

Engagement and communications are always ongoing and we have developed a detailed communications and engagement plan. This has a wide range of actions including events to target specific patient and demographic groups that the Trust needs to hear more from, the development of digital products (including videos, graphics, newsletters and new content for the redevelopment website), sharing examples of where feedback has helped shape plans publicly

with our stakeholders, and setting up a public roadshow. We will also work with local charities and patients groups to hold focus groups and other small events to get detailed feedback on plans for the new hospital.

Next steps

The Trust is working towards submission of a Planning Application in April 2022 and finalisation of the Outline Business Case for review and approval by the Trust Board in June 2022, with submission to regulators for approval thereafter. The timeline for completion and submission of the Outline Business Case remains indicative at this point, subject to further discussion and agreement with the New Hospital Programme team.