

Hillingdon Hospital Redevelopment

Update to the Hillingdon Health and Social Care Select Committee

Thursday 26 January 2023

1. 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 best in the delivery of healthcare.

There has been significant underinvestment in Hillingdon Hospital, with failed attempts to redevelop the site over a number of decades. Consequently, the condition of the estate has deteriorated, with 80% of the site now rated as 'poor' (exhibiting defects and / or not operating as intended) or 'bad' (life expired and / or at serious risk of imminent failure)¹. The old and inadequate estate creates patient safety risks, a poor patient and staff experience and operational issues that contribute to the Trust's financial deficit and prevent the integration of care locally.

Accordingly, Hillingdon Hospital was selected for redevelopment as part of the Health Infrastructure Plan in 2019. The Trust must follow HM Treasury's Green Book business case process to justify the significant public investment and to show that all options have been considered and the best option selected. The Green Book has three stages including Strategic Outline Case, Outline Business Case and Full Business Case.

The Strategic Outline Case for the redevelopment of Hillingdon Hospital was approved by 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 since progressed the development of the Outline Business Case at pace and this was approved by the Trust Board in June 2022.

The Department of Health and Social Care and the NHS have established a New Hospitals Programme to manage investment in new hospitals centrally. The New Hospitals Programme team have developed a Programme Business Case, which sets out the proposed way forward for all new hospital projects in the programme. The Programme Business Case was considered by the Major Projects Review Group² panel in December 2022. It is anticipated that next steps for the Hillingdon Hospital scheme will be confirmed in March 2023, following HM Treasury's decision on the way forward for the programme.

This paper provides the Hillingdon Health and Social Care Select Committee with an overview of recent progress across the Hillingdon Hospital redevelopment programme.

2. Progress

The Trust has made good progress in progressing plans for the new Hillingdon Hospital, working in partnership at a local Hillingdon level, a North West London system level and a national level. Key progress includes:

- Extensive engagement with the New Hospitals Programme to inform the national Programme Business Case, with the Trust positioned as one of eight cohort 3³ schemes in the programme.
- Development of the Outline Business Case, with wide stakeholder support from local MPs, the London Borough of Hillingdon, the North West London Integrated Care System, the North West London Acute Provider Collaborative and local community and primary care providers. In June 2022, full support for the Outline Business Case was expressed by all partners at the Redevelopment Partnership Board and a letter of support was received from the North West London Integrated Care System. The Outline Business Case was approved by the Hillingdon Hospital Trust Board in June 2022 and the Trust is now in discussion with the New Hospitals Programme regarding next steps, with confirmation anticipated in March 2023.

¹ Six Facet Survey conducted May 2021

² This is a panel of senior government officials and independent experts supporting key investment decisions that HM Treasury is asked to take in relation to major projects and programmes, including the New Hospitals Programme.

³ There are four cohorts in the New Hospitals Programme. Cohort 3 schemes are larger, complex schemes that will incorporate transformational benefits such as digital advancements, standardisation, sustainable buildings and modern methods of construction and will support the New Hospitals Programme to develop wider guidance and standards that will be applied to future new hospital schemes.

- Submission of the planning application in May 2022, which was validated by the London Borough of Hillingdon on 14 June 2022. This is a hybrid planning application, including a full planning application for the new build hospital and multi-storey car park and an outline planning application for the residual site. Extensive engagement in support of the planning application has been undertaken and close working with the London Borough of Hillingdon has taken place in preparation for the Planning Committee on 18 January 2023. If the Planning Committee resolves to grant approval, formal determination of the planning application will then be subject to the conclusion of the Greater London Authority's Stage 2 process.
- Assurance of decant and enabling plans with the New Hospitals Programme to support the release of the next tranche of funding to clear the site for the new build whilst also supporting the ongoing operation of the existing hospital. The Trust is in year three of a five-year decant and enabling plan.

3. The preferred option

Overview

The Preferred Option is a full new build hospital on the west side of the current hospital site (adjacent to the existing hospital), to be delivered in a single-phase development. The new hospital will provide the same range of services that are currently available at Hillingdon Hospital, but with improvements made possible by modern, state of the art facilities. The current hospital will remain open throughout the construction of the new hospital, with all services operational. Once the new hospital is ready, activity will then be transferred and the land occupied by the current hospital will be cleared and sold to a developer for residential use and public realm / green spaces. This will provide an opportunity to deliver much needed housing for residents across the borough.

The new build option will improve the quality of care that can be delivered, provide a better working environment for staff and bring social value. It will also support the Trust in moving towards a financially sustainable position through increased productivity. The new build option has been shown to offer the best value for money.

The majority of the investment will be funded by Public Dividend Capital through the New Hospitals Programme, with contributions from the Trust's internally generated capital and from the sale of the east side of the site. The timeline for the opening of the new hospital is subject to confirmation by the New Hospitals Programme.

Design of the new hospital

The agreed clinical model informs the design of the new hospital, which has been developed through extensive engagement with clinical and operational teams and with patients and the public. 1:200 scale design drawings have now been developed showing more of the internal detail of the new hospital layout and departmental adjacencies.

The layout of the new hospital will ensure that the right clinical services are next to each other, with relevant support services nearby. Access to natural light has been built into all clinical areas. Inpatient floors are higher up to maximise natural light and to provide views, whilst areas of high footfall, such as urgent and emergency care services and outpatients, will be on the lower floors to enable easy access for patients. The main entrance will provide a focal point for onward wayfinding through the hospital and the internal hospital 'streets' will also provide clear wayfinding and will be sized to allow flows in both directions, alongside waiting areas and spaces to rest.

Pandemic resilience is embedded in the design, which includes key features such as increased single bedrooms, isolation rooms, separate pathways and access to outdoor spaces. The design is flexible and future-proofed, allowing for future expansion if required.

The design gives significantly improved access to green spaces. These are located around and between buildings, providing separation from vehicles and navigating pedestrians safely through the site, as well as providing areas of wellbeing for patients, staff and local residents. A network of public open spaces will include a central green space, civic square, children's play area and community space. Rooftop healing gardens will

also provide respite for patients and courtyards and pocket parks will feature throughout, creating pleasant spaces to relax and socialise.

Social value has been designed into the scheme, with the masterplan developed through extensive stakeholder engagement and centred on the end user experience. The design aims to optimise social outcomes, for example, through sensory design and features to reduce stress in wayfinding, which will contribute to wellbeing and equal opportunity, and through green space and use of carbon neutral materials, which will contribute to fighting climate change and to wellbeing.

In line with national government priorities, the new hospital design includes a high degree of standardisation across all building elements, including fixtures, fittings and equipment. Whilst there will be a different approach to colours and finishes for adult and children's single bedrooms, the form of rooms is identical, which is an example of the standardisation that underpins the flexibility of the new hospital. Modern Methods of Construction approaches have been embedded in the design to ensure effective and fast track delivery of a high-quality building.

The materials used will reflect surroundings so that the buildings can enhance the local environment and all materials are naturally low maintenance and will retain a high-quality appearance for decades to come. The design responds to the Government's Net Zero Carbon targets to create a fully sustainable building. Sustainable and green sources of energy will be used, the building will be energy efficient and a new mobility hub will help meet sustainability targets by encouraging environmentally friendly methods of travel.

The new hospital will be a digitally enhanced building that embraces emerging technologies and digital opportunities and supports delivery of the Trust's digital strategy through a focus on resilient infrastructure and digitisation of the patient record internally, which will support integrated care.

Key clinical benefits

The new hospital will bring numerous benefits, including compliance with best clinical practice and significant improvements such as:

- A larger emergency department with specialist services and diagnostics on one floor to improve flow and efficiency
- A new midwife-led maternity unit next to the labour ward and a purpose-built inpatient area for older children
- More CT and MRI scanners, enabling more people to be seen with shorter waits
- Increased treatment facilities in outpatients, meaning more surgery can be done as day cases, relieving pressure on operating theatres and reducing waiting times
- Better infection control facilities meaning that the Trust is better prepared for any future pandemics
- Increased single room provision to enhance privacy and dignity and provide infection prevention control benefits

4. Engagement

There has been extensive engagement with staff and local people around the borough, particularly during the planning application consultation period.

The main planning exhibition was held at Uxbridge Library where a scale model of the new Hospital was displayed and copies of the planning documents were made available for people to read and ask questions.

To promote the plans as widely as possible, the redevelopment team have attended events around the borough such as the Hayes Canal Festival, the Ickenham Festival and Hillingdon Council's Play Day for children, as well as running leafleting sessions in Hayes, Brunel University and Yiewsley.

Specific groups have also been targeted through for example:

- Drop-in sessions at Hayes Mosque and at the hospital with near neighbours
- Focus groups with specific patient groups such as the dementia meetings run by the Hillingdon Libraries team
- Hillingdon's Day of the Older Person

- Briefing sessions with Resident Associations around the borough
- Briefing sessions for key political stakeholders including local MPs and councillors.

Within the hospital, a mini planning exhibition has been made available in the canteen with information on how to find out more and support the plans. There has also been extensive engagement with departments across the Trust throughout the summer, meeting teams individually to set out the plans and get their feedback. Posters were also put up around the hospital pointing people towards information about the plans and how to comment.

5. Next Steps

The key next steps in the programme include:

- Planning: Resolution to grant approval to be sought at the London Borough of Hillingdon's Planning Committee on 18 January 2023
- Business Case: Next steps for the Outline Business Case to be confirmed by the New Hospitals Programme in March 2023 following HM Treasury approval of the national Programme Business Case
- Decant and enabling: Continuation with next stage of works to clear the site for the new hospital following New Hospitals Programme, NHS England/Improvement and Department of Health and Social Care approval of decant and enabling plans. It is anticipated that this work will progress at pace during 2023.