

## The Hillingdon Hospitals NHS Foundation Trust

### Briefing Report for the Health and Social Care Select Committee October 2024

#### 1.0 Care Quality Commission Inspection Update

The Care Quality Commission (CQC) carried unannounced inspections of Urgent and Emergency Care and Surgical Care core services at Hillingdon Hospital and Mount Vernon Hospital in July and August 2024. Inspections have been undertaken under the CQC's new single assessment framework.

The Trust received an extensive evidence information request following the inspections. The submission of all the requested evidence is now completed.

The Trust received high level feedback from the CQC which positively commented on the compassionate and kind care that they observed by our staff during the inspection. The CQC did however raise a series of concerns following the inspection which the Trust are immediately addressing. The Trust has developed a robust action plan for the issues raised by the CQC and established a series of biweekly meetings chaired by the Chief Nurse with representation from divisions and corporate functions to swiftly work through the actions identified further supported by strong Board oversight.

The CQC has also conducted a well-led inspection between the 24 and 26 September 2024.

#### 2.0 Elective Performance

The Trust is best in the North West London Acute Provider Collaborative for its Referral to Treatment (RTT) performance with the following position at 31 August 2024:

- Zero patients waiting 104 weeks
- Zero patients waiting 78 weeks
- 9 patients waiting 65 weeks

The Trust aims to achieve zero patients waiting 65 weeks by the end of October 2024. In addition, the Trust has set an ambitious stretch target of zero patients waiting 52 weeks by 31 December 2024.

The Trust has outperformed our activity plan targets and is on trajectory to significantly outperform the activity target for 2024/25. The Trust is also the best in the North West London Acute Provider Collaborative against the diagnostic waiting times standard. The Trust achieved 88.6% against a target of 95% patients waiting 6 weeks for a diagnostic test.

The Trust achieved 80.5% against the Cancer Faster Diagnosis Standard (FDS) which means patients with suspected cancer who are referred for urgent cancer checks from a GP, screening programme or other route should be diagnosed or have cancer ruled out within 28 days. The Trust has now achieved the FDS performance target 6 months in a row.

The Trust aims to have below 53 patients with a length of stay in hospital of 21 days at any time. Latest validated data (August 2024) recorded 62 patients with a length of stay in hospital of 21 days and over.

### **3.0 UEC Performance, Discharge and Flow**

The Trust performance in August 2024 remains challenged with all type performance unchanged compared to July 2024.

Focused work is on-going with Hillingdon Health and Care Partners to improve the Trust's discharge profile and manage length of stay. A place-based initiative was undertaken in July 2024 with a focus on improving discharges across medical wards. Through this work the Trust were able to demonstrate an improvement in the number of discharges delivered by 5pm during August.

Opportunities for improvement and further work include the implementation of an integrated therapy team across acute and community services, the implementation of an integrated Place based end of life service based on an agreed common pathway and re-appraising how community based active case management is undertaken for patients with complex needs.

### **4.0 Hillingdon Hospital Redevelopment Update**

We have continued to make progress with our redevelopment plans, which have strong support from stakeholders - the new hospital will be a state-of-the-art facility, delivering first-rate care for our patients and providing the best place to work for our people.

Our enabling and decant programme to clear the western part of the Hillingdon Hospital site in preparation for the construction of the new hospital and multi-storey car park and to ensure that the existing hospital remains operational throughout construction has continued to progress:

- Construction works have commenced to modernise the Furze building in preparation for the provision of Adult Audiology, Haematology, the Education and Training Library and clinical administration services.
- Design, planning applications and commercial procurement activities are progressing for the remainder of the enabling and decant projects.
- Planning approval has been granted for future demolition work and a part demolition / extension to the hospital restaurant.
- Civil engineering works relating to the new hospital power supply are progressing.

- A number of our wards along the annexe corridor have been closed off and are being made ready for demolition.

We are particularly grateful to our stakeholders, especially to the Council and our political stakeholders, partners, staff colleagues, patients and local people for their support and cooperation while these important preparatory works take place.

At a national level, on the 29 July 2024 the Chancellor announced a review of the New Hospital Programme to ensure that it has a ‘thorough, realistic and costed timetable for delivery’. The review excludes hospitals with reinforced autoclaved aerated concrete (RAAC) and those with Full Business Case approval for their main build phase, leaving 25 schemes in scope, including Hillingdon. The review will consider the possible timelines for delivery for each scheme and cost profiles and will feed into the Government’s Spending Review process, so we expect to know the outcome in October 2024.

While the review takes place and we get the hospital site ready for construction, we are continuing to work closely with the national New Hospital Programme team. This has included progressing work to identify opportunities to modify and standardise elements of the new hospital design in line with emerging best practice – referred to as ‘Hospital 2.0’. Hospital 2.0 is a standardised design for future hospitals which will benefit patients and staff through digital solutions and an optimised hospital layout and is mandated for new hospitals in the national programme. The outcome of this work will inform future engagement with our stakeholders.

Alongside this, we are continuing to engage with local people on the new hospital plans. Recent examples include attending the Hillingdon Business Expo 2024 (23 May 2024) and Hayes canal festival (23 June 2024) and running stalls at the Colne Union PCN Roadshow (31 July 2024) and the Hillingdon Family Play Day (7 August 2024). We also welcomed the new local MP for Uxbridge and South Ruislip to Hillingdon Hospital in July 2024 to receive an update on the redevelopment. Following this, a letter was submitted by the Trust’s local MP to the Secretary of State for Health and Social Care describing the urgent case for a new hospital and the state of readiness, pace and progress that has already been achieved by the new Hillingdon Hospital Redevelopment Team.