

<b>Report title:</b> Update on Progress with the new Princess Alexandra Hospital	
<b>Report to:</b> Health Overview Policy and Scrutiny Committee	
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<b>County Divisions affected:</b> Not applicable	

## 1. Introduction

- 1.1 HOSC members will be aware that the Princess Alexandra Hospital NHS Trust (PAHT) has been seeking to secure funding to deliver a new hospital for many years. The current facilities are not fit for purpose, provide a sub-optimal environment for patients and inhibit the delivery of safe, high quality and responsive care both now and in the future. Investment to improve the estate and support the delivery of a best practice clinical care model is urgently required.
- 1.2 Through the delivery of the new hospital PAHT plans to:
- work in partnership with primary, community, social care and voluntary sector colleagues to create joined up models of care that work across organisational boundaries
  - provide sufficient capacity for future needs, taking into account population growth and new service models and building in flexibility for the future.
  - strengthen team-working and learning opportunities by grouping together linked clinical services
  - harness the latest technology and be among the most digitally advanced hospitals in the UK
  - provide more streamlined 'one stop' clinics that save patients time and support faster diagnosis
  - offer staff a far better experience than is possible from the current site
  - use the latest design to reduce environmental impact and contribute towards meeting the NHS net zero carbon target
  - work with partners to improve public transport access to the hospital
  - create new facilities in areas of urban regeneration and play a big part in strengthening local economies through employment opportunities
- 1.3 This paper provides an update on progress with local plans, in the context of the national New Hospital Programme.

## 2. Action required

- 2.1 HOSC members are asked to note this update and to continue to support PAHT with the development of its plans for a much-needed new hospital.

### **3. Background**

- 3.1 PAHT's preferred option is a brand-new hospital on a greenfield site. The new development will be fundamentally a like-for-like replacement of the existing hospital (same range of services will be delivered) with the exception of ophthalmology, the urgent treatment centre and a community diagnostic centre which will be delivered in a community setting currently being worked up with commissioners.
- 3.2 Although the same range of services will be provided the new design will allow PAHT to transform how healthcare is delivered. The new model of care will support wellness rather than illness with a new approach to holistic health care and a focus on reducing health inequalities. With an innovative use of digital technologies will facilitate the link between community and acute healthcare provision, streamline diagnostics and make the building easy to navigate, clean and maintain.
- 3.3 The new hospital will be fit of the future. From single rooms with on suite facilities through to flexible spaces able to respond to changes in future healthcare demand including pandemic resilience.
- 3.4 Over the last few years PAHT has undertaken extensive planning work in preparation for the new hospital. This has ranged from developing a design brief, through to 1:200 detailed designs and a range of strategies (net zero carbon, equipment, digital and facilities management) to support the delivery of the new hospital. However, the timeline for the completion of this work will be determined by the outcome of the Programme Business Case currently being prepared by the national New Hospital Programme (NHP).

### **4. New Hospital Programme Update**

- 4.1 In September 2019 the government announced a new 'Health Infrastructure Plan' (HIP) to deliver major investment in improving health facilities. £2.8bn of investment was announced to include a first cohort of six major hospital schemes (to deliver by 2025 or soon after) and seed funding for up to 20 more hospitals to develop plans. PAHT was included in the first cohort of six hospitals (known at that time as 'HIP One').
- 4.2 In October 2020 the 'New Hospital Programme' (NHP) was launched, with a commitment by the government to a substantial, multi-year investment programme to deliver 48 new hospital schemes by 2030. An initial £3.7bn funding up to 2025 was confirmed, with additional funding to be made available from 2025, as yet not confirmed. The 6 HIP schemes plus 2 further schemes were confirmed as 'Pathfinders' for NHP
- 4.3 The Programme is seeking to establish an updated set of best practice guidance for hospital design (to include digital and net zero), greater standardisation and a clear set of shared assumptions and principles relating to service transformation and demand and capacity planning.

- 4.4 The Cabinet office is also working with the NHP to develop a commercial strategy for the New Hospital Programme, designed to address current risks and issues within the current commercial framework and support the delivery of modern methods of construction in the longer term.
- 4.5 There is a substantial programme of work to be delivered by the NHP. Our understanding is that the current immediate priorities are as follows:
- Addressing issues within live schemes currently under construction and ensuring these schemes can progress to completion as rapidly as possible;
  - Ensuring the 6 smaller 'agile' schemes are ready to start construction to deliver by 2025; and
  - Developing a Programme Business Case to secure a clear funding settlement for the overall programme of 48 hospitals by 2030.
- 4.6 A 'pause' in activities related to progressing standardisation and design convergence with the 8 Pathfinders was announced in the summer and remains in place.
- 4.7 Development funding for the next financial year (2022/23) for Pathfinder schemes has not yet been confirmed. PAHT has continued some work on the scheme 'at risk' in 2021/22, for example on the continual refinement of the new models of care and the commencement of the transition phase for areas of transformation not directly connected to the provision of a physical new hospital but for all intents and purposes any external advisory support has been stood down due to this lack of funding.

## **5. Stakeholder Engagement**

- 5.1 PAH is fortunate in that it has significant stakeholder support from all local commissioners and councils, local authorities and politicians. A significant amount of public engagement has also been undertaken we also enjoy wide support from our local patients, communities and people. As an example, over 100 hours of clinician's time have been spent on developing the models of care and the design of the new hospital.
- 5.2 The new hospital aligns with the local Integrated Care Board (ICB) strategy, with PAHT working closely with the ICB and other local health organisations to ensure the development of fully integrated care pathways.
- 5.3 The new hospital development is, as described by the leader of Essex County Council "a cornerstone for the social and economic regeneration of the place [Harlow]". The new hospital will be a terminus for the sustainable transport corridor, linking the significant housing developments in Gilston Village and East Harlow with the existing town. The old site will also be released for housing and is part of Harlow Council's plans for the urban regeneration of the town centre and is in the local plans for both Harlow and Epping Forest District Council. Linked to the relocation of Public Health England (replaced by UK Health Security Agency) and the investment in the innovation corridor the new hospital will be the final piece in

the jigsaw supporting the social renaissance of the place.

- 5.4 At a national level, The Government's Levelling Up White Paper (Feb 2022) made specific reference to the build of "a new integrated, high-tech healthcare campus to replace the ageing Princess Alexandra Hospital in Harlow".

## **6. Next Steps**

- 6.1 The current delays and uncertainty within the New Hospital Programme at a national level is leading to delays with the delivery of the new hospital.
- 6.2 However, PAHT remains fully committed to pushing forward with its redevelopment plan as rapidly as possible, ensuring that the Trust is in the best possible position to make progress as soon as the national issues begin to unlock.