

Cumbria Health Scrutiny Committee: update on Lancashire and South Cumbria New Hospitals Programme

Date of meeting	21 July 2021
Title of paper	New Hospitals Programme Update Report
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Executive summary

The Lancashire and South Cumbria New Hospitals programme is leading the local NHS response to the Government's initiative to build 40 new hospitals by 2030. This offers a once-in-a-generation opportunity both to deliver world-class hospital infrastructure from which high-quality services can be provided and to bring significant wider economic benefit for the area.

This paper is intended to provide the committee with an understanding of the background to the programme, context and current position. High level plans are included in this report and the Programme team welcomes discussion and input from the committee. Detailed plans will be brought to and discussed with the committee at a later date.

Recommendation

The Health Scrutiny Committee is asked to:

1. Note the information provided in this report.
2. Provide views and guidance on how the programme can help ensure the Health Scrutiny Committee is able to undertake its duties.

Background and advice

1. Background

- 1.1 In October 2019, the Government launched the Health Infrastructure Plan (HIP). The national New Hospital Programme within the Government's long-term [Health Infrastructure Plan](#) will help develop new sustainability standards, planning capabilities and care and workforce models. It will also implement cutting-edge digital technologies across the NHS, and will support an integrated approach to building new healthcare infrastructure using modern methods of construction. As part of this plan, there is commitment to build 40 new hospitals by 2030. University Hospitals of Morecambe Bay NHS Foundation Trust

(UHMBT) and Lancashire Teaching Hospitals NHS Foundation Trust (LTHTr) were awarded £5m each as seed funding to progress the required business cases to secure capital investment to redevelop/replace ageing estate, which is no longer fit for purpose.

- 1.2 The Government is committed to delivering all 40 new hospitals by 2030, with seed funding provided now to kick-start schemes and allow Trusts to proceed to the next stage of developing their hospital plans (and related business cases).
- 1.3 The Lancashire and South Cumbria New Hospitals Programme is aiming to address significant problems with our ageing hospitals in Preston (Royal Preston Hospital) and Lancaster (Royal Lancaster Infirmary). We also need to invest in Furness General Hospital's infrastructure in the context of its strategic importance and geographically remote location.
- 1.4 No decisions have yet been taken as to what shape new hospital facilities or refurbishments will take or where these will be located.
- 1.5 This is a collaborative programme involving all NHS and partner organisations in Lancashire and South Cumbria. Together, we will prove a) why our region needs this investment, b) what new hospital facilities should be like, c) how new facilities should be configured and d) where the new facilities should be located.
- 1.6 By developing a compelling business case, we will be able to secure investment from the Government that will allow us to significantly upgrade our hospital facilities, improving the overall health to local people by offering patients and staff access to advanced, purpose-built hospital facilities in our local area.
- 1.7 Clearly, this is a fundamental and critical programme that will shape the future of hospital services for our people - those who work within it; those cared for by it; and the wider population of Lancashire and South Cumbria, for generations to come.

2. Lancashire and South Cumbria New Hospitals Programme: Our vision and ambition

- 2.1 The New Hospitals Programme offers Lancashire and South Cumbria a once-in-a-generation opportunity to transform our ageing hospitals and develop new, cutting-edge hospital facilities that offer the absolute best in modern healthcare.
- 2.2 The New Hospitals Programme is a key strategic priority for the Lancashire and South Cumbria Health and Care Partnership (our integrated care system). It sits within the integrated care system's wider strategic vision, with the central aim of delivering world-class hospital infrastructure from which high-quality services can be provided.
- 2.3 Investment in Lancashire and South Cumbria's NHS hospital infrastructure will enable us to provide state of the art facilities and technology, strengthening our

position as a centre of excellence for research, education and specialised care. This will significantly boost the attractiveness of the area to potential recruits and the highest calibre of clinicians.

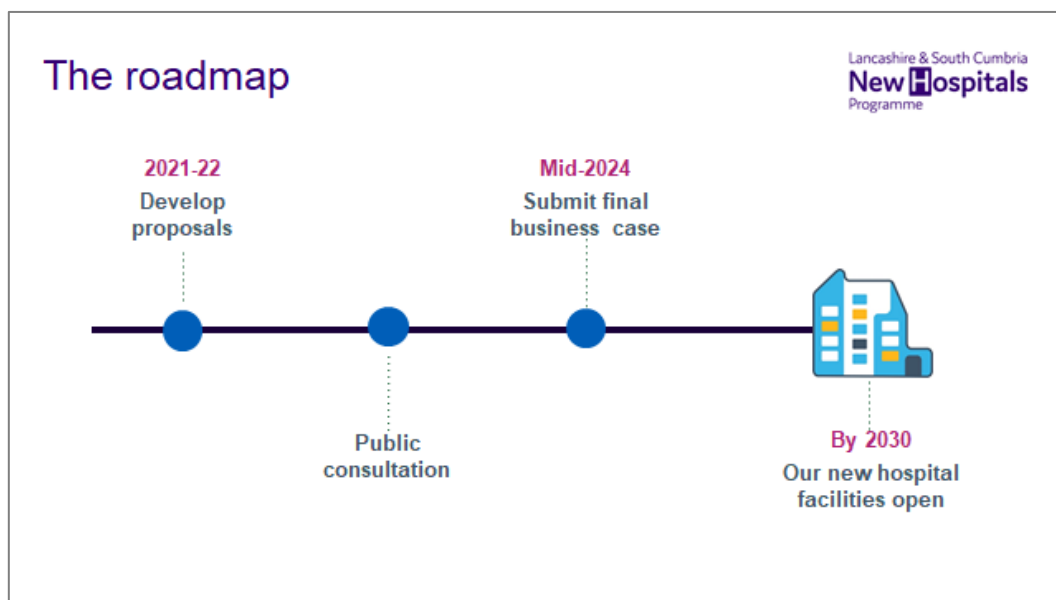
- 2.4 The programme is committed to ensuring new hospitals fully embrace the benefits of digital technologies to create an agile network of care, allowing us to optimise the size of our physical footprint and minimise environmental impact. This will, in turn, enable us to provide more specialised services in our hospitals and deliver more care closer to home as part of the wider ambitions of the Lancashire and South Cumbria Health and Care Partnership.
- 2.5 New hospital facilities will allow the NHS in Lancashire and South Cumbria to take advantage of digital advances, from the highest-specification imaging to assist surgeons in theatres, to artificial intelligence and robotics, to remote patient monitoring systems allowing patients to get home more quickly and safely.
- 2.6 An investment into the local health economy of this magnitude must have a demonstrable positive impact on the care that the NHS provides to patients overall. We are developing our plans to fit within the Lancashire and South Cumbria Health and Care Partnership's [clinical strategy](#), and [NHS Long Term Plan](#). We are confident that this investment in hospitals will accelerate change elsewhere in the health and care system, producing better results for local people.
- 2.7 The New Hospitals Programme will have a positive impact on our local area, acting as a catalyst to deliver wider socio-economic benefits and play a key part in revitalising the regional economy - bringing jobs, skills and contracts to Lancashire and South Cumbria businesses and residents and helping to build the workforce of the future – as well measures to cut carbon emissions and protect the environment.
- 2.8 Our ambitions for the programme are consistent with the Cumbria Joint Health and Wellbeing Strategy - 2019-2029 vision “to enable Cumbrian communities to be healthy and to tackle health inequalities: protecting the health of the population as a whole; provide high quality, integrated, person-centred care; tackling the wider determinant of health and wellbeing; improving health and wellbeing throughout the life course.”
- 2.9 The programme is not just about new facilities. There are excellent examples within the local area where investment in improving and renewing hospital buildings and technology has delivered a better patient experience. Consideration will therefore be given to how existing hospitals can be refurbished as part of the programme.
- 2.10 Our hospital estate is some of the worst in the North West. It does not comply with many of today's most basic standards and restricts our ambition to provide high-quality, safe, efficient and cost-effective services for our communities.
- 2.11 The condition of Royal Lancaster Infirmary (RLI) and Royal Preston Hospital (RPH) has reached a critical stage. These buildings were designed for a

different time and cannot accommodate today's more complex patient needs or new technologies. Without investment, buildings and services could fail. This would create further adverse impact on our patients' deepening health inequalities and increase the burden of ill-health on our population. Any adverse impact on services due to the quality of the estate at Furness General Hospital would have a deeper impact due to its geographical location. Investment is needed to ensure its sustainability in this strategic context. Other providers across our region would not be able to absorb the resulting increase in demand, impacting their sustainability.

- 2.12 The poor condition of the hospital infrastructure is a structural barrier to our ability to recruit and retain the number of staff we need to deliver services. This is now a significant and increasing issue for our ability to operate effectively and for our sustainability as a health service within the region.

3. New Hospitals Programme timeline

- 3.1 The New Hospitals Programme will be subject to a series of checks and balances, including scrutiny and agreement from decision makers within the NHS, the Government and local authorities.
- 3.2 The UHMBT and LTHTr schemes are in the Government's second phase and we are aiming to start building in 2025, with new hospital facilities opening by 2030. A high level target timeline is provided below.



- 3.3 The next steps for the programme are to:

- Publish the approved Case for Change in mid-July (this will be available at <https://newhospitals.info>)
- Develop proposals to respond to the Case for Change.

4. Clinical Leadership

4.1 Evidence suggests transformation such as this is far more successful and sustainable when led by clinicians. Following a period of recruitment the New Hospitals Programme has appointed around 40 clinicians from acute hospitals, community and primary care across all Lancashire and South Cumbria. They will play a critical leadership role in designing the future hospital facilities.

5. Catchment area

5.1 Initial analysis of the catchment area for this programme shows that most Clinical Commissioning Groups (CCGs) commission their closest acute provider. It also indicates that many patients travel outside of their CCG area for elective treatments in region already (particularly to Royal Preston Hospital). Non-elective activities show the larger sites attract patients from much further afield, as would be expected in an area with higher than average tourism. Taking activity by Clinical Commissioning Group (CCG) in 2019/20 (not including births), patients from the following CCGs are deemed to be in the catchment area. Further analysis is underway to ensure a detailed view of all the populations in the catchment of the Lancashire and South Cumbria New Hospitals Programme.

- NHS Morecambe Bay CCG
- NHS Fylde and Wyre CCG
- NHS Greater Preston CCG
- NHS Chorley and South Ribble CCG
- NHS Morecambe Bay CCG
- NHS East Lancashire CCG
- NHS Blackpool CCG
- NHS Blackburn with Darwen CCG
- NHS Bradford and Craven CCG

6. Involving and engaging our workforce, patients and population

6.1 Engagement and consultation with patients, local people, staff and stakeholders is incorporated throughout the New Hospitals Programme's process and will inform and shape final proposals. Throughout the programme there will be plenty of opportunities for local people and staff to engage and to influence the business case.

6.2 Stakeholders including staff, patients, Foundation Trust Members, GPs and primary care colleagues and local residents across Lancashire and South Cumbria are encouraged to share their hopes, fears and expectations with the New Hospitals Programme team.

6.3 Events and opportunities to join in will be well publicised and organised in line with Covid-19 guidelines, with plenty of notice given for participation. Stakeholders will be included in discussions, debates, workshops, information

sharing and evidence collection sessions. Our business case will be shaped and altered to reflect opinion and, in particular, to pay attention to the detailed views of those with lived experience of hospital services.

- 6.4 This communications and engagement programme will target the entire population of Lancashire and South Cumbria, and we are working with partners to hear the views of communities that typically may be harder to reach.
- 6.5 We have now embarked on a programme of regular communications and engagement opportunities leading up to public consultation, designed to create maximum awareness and understanding of the programme and the proposals amongst local people, patients, staff and stakeholders, including voluntary, community, faith and social enterprise sector representatives.
- 6.6 Our communications programme is designed to include as many channels and touchpoints as possible (e.g. dedicated programme website at <https://newhospitals.info>, social media (<https://facebook.com/NewHospitalsLSC> and <https://twitter.com/NewHospitalsLSC>), community radio advertising, press and broadcast media, staff communications, regular letters to and meetings with stakeholders including MPs and local authority representatives) to ensure that we reach as much of our local population as possible.
- 6.7 Communications will be specifically designed to be inclusive and accessible.
- 6.8 We have begun a rolling programme of engagement prior to the Public Consultation stage, when it is our duty to ask the views and opinions of all residents and stakeholders in the area. At this stage (pre-consultation) we are encouraging early participation from important partners such as the voluntary, community, faith and social enterprise sector (VCFSE) and expert patient groups, whose views will help to form our long and shortlisted proposals.
- 6.9 Our pre-consultation engagement programme takes Covid-19 restrictions into account and will use a range of methods to ensure that we are able to engage with hard-to-reach communities, rural populations and those who are unable or unwilling to engage digitally. All Lancashire and South Cumbria NHS staff (40,000+) have been invited to join an online conversation (The Big Chat) to share their hopes, fears and ideas – as well as Trust members, charities and community representatives. We have partnered with Healthwatch Together to encourage 500+ voices from the VCFSE and expert patient groups to participate in an online conversation and preparations are underway for six focus group/workshop sessions in July/August, with a focus on outreach to people who are digitally excluded.
- 6.10 It is important to note no decisions have yet been taken as to what shape new hospital facilities will take or where these will be located. No decisions will be made before all options are discussed with our staff, patients, local people, GPs and elected representatives, and the decision on an option will be clinically-led and NHS England and NHS Improvement (NHSEI) and the Department of Health and Social Care (DHSC) approved.

7. Conclusion

7.1 The Lancashire and South Cumbria New Hospitals Programme is leading our response to the Government's initiative and offers a once-in-a-generation opportunity to transform the hospital facilities and the services they provide in Lancashire and South Cumbria and bring significant economic benefit well beyond the NHS.

8. Consultations

8.1 Given the potential of substantial change in NHS facilities and services, extensive public engagement is recommended by commissioners. It is highly likely that we will be consulting formally, subject to the final options that are taken forward, and we recognise the importance of the statutory requirement to involve the Health Scrutiny Committee.