

Developing our plans to the next stage

Over the last few months, it's been so impressive to see how staff at the hospital have continued to deal with the challenges of COVID 19, providing excellent patient care whilst reshaping the way that care is delivered. It's also been great to see the spirit of collaboration with our community and our local partners in this shared endeavour. All of that reinforces why we're so excited and determined to build a brand new hospital, offering the best possible environment for our staff to work, for our patients to receive care in and for our community to be proud of.

Despite the recent challenges we have been able to continue to make important progress on the programme. Developing our plans to the next stage means recruiting new members of the team – and we're delighted to welcome Debby Madden as our Health and Care Services Strategy Director. A really important focus of that work stream in the next period is to consider the possible

longer term impact of COVID 19 on our clinical strategy and on the way health and care services are provided out of hospital.

It is this 'clinical brief' that we will give to an architect led design team that we will appoint in the next few weeks, who will work with staff and user groups to start bringing our vision to life. One fantastic opportunity this gives us is to really think about how we can be at the leading edge of the sustainability agenda and reduce our carbon footprint. We will work with experts on this, including those in our local community, and it's great that we've begun to discuss these issues with people like Green at Barts, featured in this newsletter.

We hope in the coming weeks to publish a summary of our Strategic Outline Case (SOC) once we have received feedback from the Department of Health and Social Care. But in the meantime there is lots more to be getting on with, including the development of a business case to begin enabling works which, subject to approval, will involve the demolition of disused buildings on the site of the



Alastair Finney
Redevelopment Director

former nurses' accommodation. This would need to happen whichever location we choose for a new hospital on the site, though this site is emerging as the preferred way forward as it means a hospital can be built more quickly and with less disruption to services. We look forward to working with our patients, staff and our community as we embark on this next phase of our exciting journey.



Plans for 'enabling works' on the Whipps Cross site



In our October 2019 publication *Building a Brighter Future*, we set out three options for where a new hospital could be positioned on the Whipps Cross site. We listened to the feedback we received on this and now the disused site of the old nurses' accommodation is emerging as the preferred way forward, because it allows a hospital to be built more quickly, with less disruption to services.

We are now developing a business case for demolishing the disused buildings in the corner of the site labelled 'Nurses Site'. This 'enabling work' will be required regardless of where a new hospital is eventually located on the site and is compatible with the delivery of any of the three full redevelopment options.

An application for prior approval for demolition of the former

nurses' accommodation was submitted to the planning authority at Waltham Forest Council. Subject to approvals, this work is likely to begin on the site later this year. The work will not affect the provision of health services by the hospital. We will aim to minimise disruption and re-provide displaced services such as car parking.

We have begun to undertake the necessary surveys (e.g. asbestos) on the disused buildings and on that part of the site to decide how demolition should proceed if approved. For example, if asbestos is found this will need to be safely removed and disposed of by an approved contractor, which

we would expect to commence in September 2020. Subject to that process and subject to the approval of the business case, we should expect the demolition to begin towards the end of the year.

This work is progressing as a result of the positive feedback we shared in April that the Department of Health and Social Care had agreed, in principle, to fund the costs of taking forward the Whipps Cross Redevelopment programme over the next 12 months.

We look forward to engaging with staff and our community to support us to develop our plans as we continue to progress the programme.

For more detail head to our website - bartshhealth.nhs.uk/future-whipps.

Meet the team

Deborah Madden

Health and Care Services
Strategy Director



1

What is your new role and what does it involve?

I have recently transitioned from my post as Deputy Chief Executive at Newham Hospital to join the Whipps Cross Redevelopment Team as Health and Care Service Strategy Director. In my new role I will be setting up and leading a team to take forward with hospital and system partners the proposed models of care into an engagement and implementation plan.

2

What is the Health and Care Service Strategy?

The Health and Care Services Strategy sets out our vision for the way we plan to deliver care in partnership with other local health and care providers – we aim to improve services for our population and reduce unnecessary stays in hospital. We are clear that a new hospital will continue to deliver the same core services in the future as we do today. However, we know these and other services could be delivered differently, especially as we know what we have been able to achieve through our response to COVID19. Our vision is to create a hospital that is integrated with the community and fit for the future. The strategy sets out the work that can begin long before the start of the proposed redevelopment.

3

What are the next steps for implementing this strategy?

A key early priority for this workstream is to understand the potential impact of the Coronavirus pandemic on the health and care services strategy. We are also establishing the governance and delivery systems by building a team to lead and oversee the work and designing the ways in which we will engage with staff and patients on the implementation of the strategy. Once this is in place we will develop an engagement plan to involve staff, patients and user groups in testing and refining proposed care models. We will also be undertaking an assessment of our current ways of working and with our Clinical Boards and hospital clinicians we will use this to take forward proposed models, processes and enablers. Following all of this work we will be able to agree a detailed implementation plan for delivery.

4

What changes can we expect to see at Whipps Cross?

We believe many services should be delivered differently to how they are delivered today to improve care quality and patient experience. Some changes we expect to make include:

- faster access to appropriate and specialist treatment;
- rapid diagnostics and same-day results;
- better co-ordination with more care closer to home;
- more non face-to-face outpatient appointments and;
- a coordinated multidisciplinary approach for access to urgent care services.

5

How can staff and patients contribute to the Health and Care Services Strategy going forward?

Over the coming months we will be setting out an engagement plan to involve our staff and patients in the way we implement our strategy.

Stay up to date with our plans by visiting bartshealth.nhs.uk/future-whipps or by emailing futurewhipps.bartshealth@nhs.net to join our mailing list.

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What are you most looking forward to in your new role?

Having worked at Whipps Cross previously, for over 18 years both in clinical and managerial roles, as you can imagine I am delighted to return and to be part of the most exciting thing to happen to Whipps Cross in years. Those of you who have also worked here many years will know this has been a long time coming and I am thrilled I can be a part of it. I know many of the staff here, so I am looking forward to catching up with old friends as well as meeting and working with many of the staff and patients to make sure we build in the very best health care strategic plans we can for our patients and build a hospital that is fit for the future.

7

What would a new hospital mean for you?

As a local resident the redevelopment of Whipps Cross is very important to me, not least because I am not getting any younger and may need the services at some point! The new hospital build will be an important moment in NHS history – after all we have had the current hospital for over 100 years! We aim to make Whipps Cross a flagship design for all hospital redevelopments over the next 100 years and more.

We asked our staff...

“What would a new hospital mean to you?”



**Leonda
Lansangan**

Eye Theatre
Manager

“I’m very excited! We really need a new hospital to accommodate our expanding services. A new hospital will mean a better space for happier staff and patients.”



**Brenda
Jones**

Adult Staff
Nurse

“I’m a local resident and I think building a new hospital with better travel connections will make a big difference to our staff and hospital community.”



Tara Matare

Senior Nurse and
Advanced Nurse
Practitioner

“A new hospital will allow us to continue to deliver safe patient care and profile the amazing work that goes on at Whipps Cross Hospital.”



Dr Sami Hoque

Lead
Gastroenterologist

“Whipps Cross redevelopment is not just building a structure. It is about establishing a cutting edge health service composed of modern innovative technology and research, which will deliver excellent healthcare for the population of Waltham Forest in the 21st Century.”

A greener vision

Green at Barts is a group of multidisciplinary frontline staff committed to ensuring sustainability issues are central in the trust's considerations.

Group members, comprising of staff from all our hospitals, meet regularly to discuss ideas on how to improve sustainability. Their work has included staff surveys and the production of new resources to support staff to make sustainability improvements and care for the environment.

The Green at Barts mission is to ensure that Barts Health becomes a national leader and champion for NHS sustainability and help encourage positive change to make our hospitals more environmentally friendly. With this in mind, they are supporting the redevelopment programme as strong advocates that our new Whipps Cross must be a Net Zero Carbon Hospital, not only to meet our responsibility to our planet in the face of climate change, but also helping to provide better air quality and a cleaner environment for our staff and the local community. All new buildings need to be Net Zero Carbon by 2030 if we are to meet climate

change targets and the group are supporting this initiative.

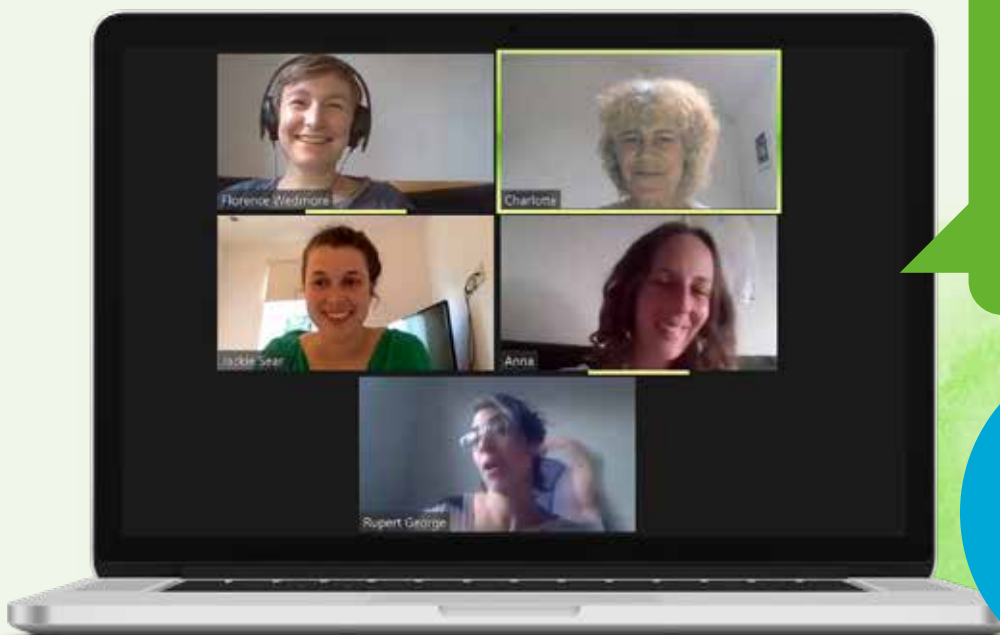
Another priority for the redevelopment identified by Green at Barts relates to access to natural light, ventilation, and green spaces – basic necessities that can have a profound impact on the health and wellbeing of staff and patients. The group points to studies that suggest access to windows with views of nature and daylight can reduce the length of patient stays and help patients achieve a quicker recovery. The argument is compelling - having sustainable buildings with access to natural resources is both good for the environment and for patient outcomes.

Nadia Audhali, Paediatric Registrar, and Charlotte Monro, Occupational Therapist, are Whipps Cross members of the group taking a lead on this. They are extremely happy to be working with the redevelopment team to help make a greener vision for our hospital become a reality.



"Sustainability needs to be at the heart of our hospital redevelopment programme. Our hospital space needs to be future proofed, so that a child born today will be able to use this new hospital throughout their lifetime.

"We're really keen that our staff and local community feel inspired to make our hospital become more environmentally friendly and are very excited to ensure that staff and patient wellbeing is at the core of what we do. We all have a responsibility to take care of our planet properly, so we want all of our staff to feel that they have a voice and can help us make positive and sustainable change."



Green at Barts members at their latest 'socially distant' team meeting

