

Building a brighter future



A new year is often a time for reflection on the past and anticipation for the future. 2019 was certainly an eventful year for the Whipps Cross Redevelopment. We received a very early Christmas present in October with the Government's announcement that we are one of just six organisations in the country to get the go ahead to build a brand new hospital, subject to business case approvals. So we can look forward to 2020 with a renewed sense of anticipation, with lots of work to do as we develop our plans.

As a local resident, I can really feel the excitement in the air. It is testament to everyone who worked so hard to help get us this far – our fantastic staff, our health and local government partners and, of course, our community, who have campaigned tirelessly to help make the case for building a new hospital. Thank you!

I often get asked, '...so when will it be built then?' It's a fair question. The timeline on page 8 gives an indication but the truth is our plans are still at an early stage and the really hard work is only just beginning. At the moment we're finalising a Strategic Outline Case (SOC), which is the first stage in the business case approval process.

There are three key things we need to do for this. Firstly, we need to show that we have a 'joined up' vision for services for our local population across the hospital and primary and community care. Heather Noble (Whipps Cross Medical Director) and Mark Lobban (Director of Integrated Commissioning for the London Borough of Waltham Forest and the Waltham Forest Clinical Commissioning Group) explain more about this on page 2. Secondly, we need to show how those services could be best provided in a hospital building that is designed and sized right for the future. Thirdly, we need to show how we could redevelop

the 18 hectare site (around 25 football pitches) in a way that supports the affordability of the hospital and brings wider benefits to the community.

We've talked about all these things in our recent engagement and the views we have received (see page 4) are providing an important input to the SOC, which we will submit to the Department of Health and Social Care. This will be an important milestone but it's still only the beginning. There will be a huge amount of work after that to test and refine our plans in much more detail. We'll need to continue to draw on all the help and support around us to do that.

For me, like many others, Whipps Cross has been the scene of defining moments of my life – like the birth of my little boy – and I know everyone is committed to seizing this opportunity so it continues to be for generations to come. Have a happy and healthy 2020.

Greg Madden, Deputy Redevelopment Director

"I am delighted to inform you that your major scheme is one of the six that will form the first £2.7 billion phase of the major hospital rebuilds. I am therefore giving the full go ahead now, subject to business case approvals, for your Whipps Cross University Hospital Scheme, to deliver a brand new hospital, providing a range of patient services including emergency, and maternity."

- Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care. October, 2019



A joined-up vision for improving health and care services

Dr Heather Noble,
Medical Director,
Whipps Cross
Hospital



Mark Lobban, Director of
Integrated Commissioning
for the London Borough
of Waltham Forest and the
Waltham Forest Clinical
Commissioning Group



The Whipps Cross redevelopment is about more than building a new hospital, it's a chance for us to shape the future of health services for our patients and community for generations to come.

We know things have to change. Our population is growing and people are living longer, so the current model of care – where on any given day Whipps Cross has a number of patients in hospital beds who could be being cared for elsewhere – is not sustainable, nor is it the right thing for those patients. We can't solve this as individual organisations. We can only solve it by joining up services

- between physical and mental health, primary and secondary care, health and social care.

As we develop our plans we have three really simple shared aims. We want to help people stay healthy and prevent them getting ill. If they are ill, we want them to be able to manage their care as close to home as possible. If they do need to come to hospital, we want to see and treat them quickly, reducing the time people spend in hospital and safely supporting them back home.

To do this, we're developing new models of care working across our organisations – a stronger

focus on primary prevention, which aims to prevent illness or injury before it ever occurs, better support and co-ordination for those with long term conditions, more care provided on the same day in the community or the hospital for those with urgent needs through faster access to senior clinicians and diagnostics. Finally, much better care co-ordination for those with complex needs.

An example of integrated services in the community is care that supports older people to recover from a fall in their own home, rather than having to come into hospital.



In effect we want, between us, and working with colleagues in other boroughs such as Redbridge, to provide more capacity and facilities across community and the hospital in the future in a way that supports these new models of care to help reduce the number of people who have to stay overnight in a hospital bed.

The NHS Long Term Plan, with its emphasis on the move to integrated care, backed by £4.5bn extra funding for primary and community care, will be key to enabling these changes to happen and our care models are absolutely consistent with that vision.

The redevelopment is a real catalyst for this because we need to develop a building fit for delivering care in the future - with more space dedicated to diagnostics and to same day care. It allows us to reimagine spaces that harness the use of

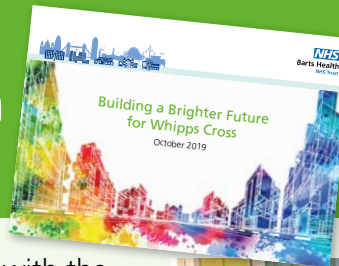
new technologies such as virtual clinics and that support more joined up working across health and social care. Indeed there will be the opportunity for some wider health and social care services to be located on the site next to the hospital. Our clinicians are so excited by this because they see it as a chance to fix the problems

their patients have been bothered by for years.

We can't afford to wait for a new hospital though, the hard work starts now. Together, we're at the start of an exciting journey. We look forward to working with our staff, patients and communities to improve the health and lives of the people we serve.



Building a Brighter Future for Whipps Cross – engaging with our community and our staff



Left: 'Building a Brighter Future' brochure
Below: Afro Caribbean Luncheon Club
Bottom: Ellingham Road Learning Disability Group

In October 2019 we published our emerging plans for building a new hospital at Whipps Cross and during the autumn we have been listening to the views of our community and our staff on these. There has been a lot of interest, which is really positive. We set out below how we've been engaging, what sort of things we've been hearing and what the next steps are.

We have held 70 engagement sessions with community groups, involving over 800 people across the areas served by the hospital, including Waltham Forest, Redbridge and Epping Forest District. We have also held a number of drop-in sessions and workshops at the hospital to have discussions and meetings with staff.

We continue to engage with the Whipps Cross patients' panel and Healthwatch, as well as our local clinical commissioning group and Redbridge and Waltham Forest councils. In November, the redevelopment team presented at the Waltham Forest Heath Overview Scrutiny Committee (HOSC) and the Redbridge HOSC.

During our engagement, we have been encouraging patients, the public and staff to make their views known by sending feedback by post or online. The team is collating these responses which are an important input to our Strategic Outline Case currently being finalised. We will publish a report as an analysis of the responses we received.



More information about our emerging plans can be found at www.bartshealth.nhs.uk/future-whipps

Whipps Cross Redevelopment public meeting



On 15 October, we held a large public meeting at Leyton School with over 200 people present. Together with our health and local government partners we set out to provide local people with an overview of our emerging plans with an opportunity to hear their views and to answer questions.

The format of the event was a series of presentations from: Councillor Naheed Asghar, Waltham Forest's cabinet member for Health and Wellbeing; Alastair Finney, Whipps Cross Redevelopment Director; Dr Heather Noble, Whipps Cross Medical Director; Mark Lobban, Director of Integrated Commissioning for the London Borough of Waltham Forest and the Waltham Forest Clinical Commissioning Group; and

Steve Walker, architect from Allies and Morrison. The presentations were followed by a lively question and answer session.

Key areas of discussion on the evening centered around:

- the funding for the new hospital in light of the Government's announcement
- the use of the land on the wider hospital site and in particular the possibility of new homes
- training and accommodation on the site for staff
- the size of the hospital in light of the growing population
- wider health and wellbeing services on site as part of the redevelopment
- the need to engage with local populations across the whole catchment area for the hospital





Meet Zakriya Mohammed

The Community Engagement Action Group (CEAG) has been set up to help bring the views of local people into the plans to redevelop Whipps Cross Hospital. CEAG has visited over 30 educational and religious establishments, shops and outlets, leisure spaces, social care community groups, and various other 'hard to reach' communities and individuals in the surrounding areas of Whipps Cross Hospital. Here we introduce you to one of the members of the group, Zakriya Mohammed.

"Hello, my name is Zakriya. I was born at Whipps Cross, and have lived in East London for my entire life. The hospital is almost a landmark of the area it serves, and therefore the redevelopment is extremely important for all who live in and around the hospital. I am currently an undergraduate student studying History at UCL, and hope that we can make some with this exciting new redevelopment.

Being a part of the CEAG group is a privilege, as I am very honoured to be a spokesperson

for my community on one of its most important public projects. Being one of the younger members of the group, I am really interested in how young members of our community feel about the redevelopment of the hospital, as I often find the younger demographic is missed in wide-scale public engagement. I am really looking forward to hearing the community's multitude of ideas for our beloved Whipps Cross. Let's make the redevelopment one that is fit for the current and future users of the hospital."

What would a new hospital mean to you?

We asked our staff and patients what a new hospital would mean to them. Here's what they said...



Clark Richardson, Service Manager for Emergency and Acute Medicine

"A new hospital would mean a chance to improve the health of the local population and deliver the highest levels of privacy and dignity to our patients. I would love to see more green social spaces for visitors, patients and staff to enjoy and enhance the sense of community around the hospital."



Giby Jeffy, Sister for Birch Ward

"A new hospital would boost our confidence. I'm especially looking forward to new treatment rooms, sluice rooms, and more storage space."



Geoffrey Wolfson, patient

"A new hospital would mean a safe, accessible environment, that is designed, configured and equipped for the optimum delivery of the highest quality healthcare by committed and dedicated staff to patients and service users."



Rhonda Anderson, patient

"A new hospital would mean a centre of excellence with great admin as well as great medical and clinical facilities. The best that can be had."



60 seconds with David Herriot

David Herriot is a mechanical team leader in our Whipps Cross Hospital Estates Team, and joined the hospital in 1981. The hospital has evolved over the years, but David agrees that a new redevelopment project will enable better facilities for patients and their relatives to access the care that they need.

What was the hospital like when you first joined the estates team in 1981?

The hospital looked very different as many of our current derelict buildings were still in use and were always buzzy and full of life. The laundry was functioning and was one of the largest hospital laundries in London at the time. I actually lived in the on-site nursing home for six months, and fondly remember having a great time living with staff. There was no better feeling than rolling out of bed and arriving in the estates department in under half an hour!

What do you miss about the old hospital site?

When I lived on site I genuinely felt that I was part of a little village community. I got to know so many regular patients and staff, and it seemed as if we were part of this big family. I think we still have this aspect in our current hospital, but I think the redevelopment will be able to enhance that community spirit even more.

How would the redevelopment project impact your current role?

A new hospital will make my job a lot easier! On average I can get up to 100 jobs a day, and I spend most of my time completing jobs that impact the older and crumbly parts of the Victorian hospital. The older buildings do pose certain challenges, such as maintaining an average temperature in the summer and winter months, and many of our staff and patients complain that it's too hot or cold. We have much less problems on our most recently refurbished wards such as Chestnut Ward, where the ward is spacious, airy and has air conditioning facilities.

What would a new hospital mean to you?

Whipps Cross Hospital is my home and local hospital, so I'd want it to maintain that family feeling and be an important part of our community. I think it's important to create an environment which attracts people to want to work in our local area, and will encourage them to stay and build their careers here. A new hospital will help to keep our patients feel as comfortable as possible during their stay with us, and will boost staff morale and enable us to deliver great quality care.

Frequently asked questions

Q. How much funding is the government providing?

A. We are one of six schemes that are to benefit from £2.7 billion of new government funding. We will set out in our Strategic Outline Case the funding we believe we will require and will submit that to the Department of Health and Social Care for approval.

Q. What will be done with the surplus land not needed for the new hospital?

A. No decision has been taken yet. Our vision with our health and local government partners is for a brand new hospital to be at the heart of a new community alongside other health and well being services, much needed new homes and other facilities.

Q. What services will the new hospital provide?

A. The new hospital will provide the same core services as today, including A&E and maternity, but with faster access to diagnostics and more care provided on the same day to help avoid unnecessary hospital admissions.

Q. Will there be affordable housing and key worker housing on the site?

A. Redeveloping the site offers the opportunity to create much needed new homes and affordable housing in the area, including key worker housing. This is something we are discussing with the London Borough of Waltham Forest who are the planning authority as

we work in partnership on the redevelopment.

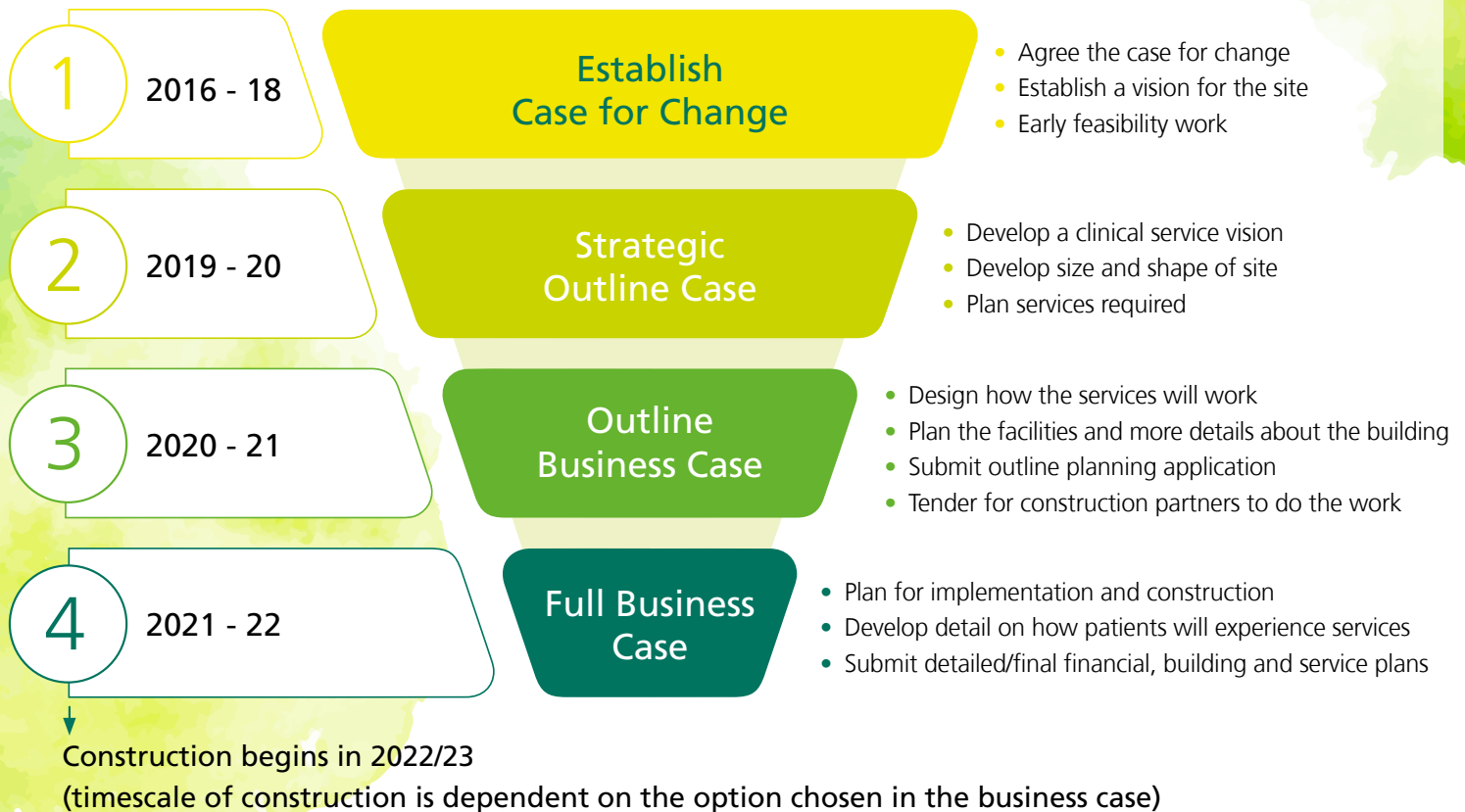
Q. What are your plans for transport access to the site and car parking?

A. We are seeking specialist advice on how best to ensure good and improved transport access. We will also be discussing the options and implications for transport with Transport for London.

We will need to provide suitable parking for the hospital and we expect a multi-storey car park would be preferable to the existing single layer distributed car parking, making the site safer, more attractive and greener.

Q. When will the new hospital be built?

A. Below is an **indicative timeline** for the programme. This is subject to change dependent on the approval process.



You can find all of our resources and more information on our website:
www.bartshealth.nhs.uk/future-whipps