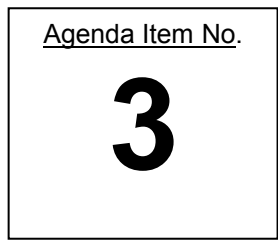


HERTFORDSHIRE COUNTY COUNCIL

**ADULT CARE AND HEALTH CABINET PANEL
MONDAY 3 JULY 2017 at 2.00pm**



**WEST HERTFORDSHIRE HOSPITALS TRUST – STRATEGIC OUTLINE
CASE**

Report of the Director of Adult Care Services

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Executive Member/s:- Colette Wyatt-Lowe, Adult Care and Health

1. Purpose of report

1.1 This report presents a summary of West Hertfordshire Hospitals NHS Trust's (WHHT) Strategic Outline Case (SOC) for the provision of acute hospital services in West Hertfordshire. Panel is recommended to note the information contained in the SOC and the comments made previously by Health Scrutiny Committee and to recommend to Cabinet the Council formally responds to WHHT.

2. Summary

2.1 WHHT has formally written to all local partners in the Hertfordshire and West Essex Sustainability and Transformation Plan footprint, including the Council, to seek support for the preferred way forward as described in the SOC summary – specifically for acute hospital services in West Hertfordshire to continue to be provided from the existing hospital sites at Watford and St Albans. The letter is attached as Appendix A. The summary of the SOC is attached as Appendix B and the full SOC is available on-line and referenced within the background documents section of this report. With the support of partner agencies, WHHT will seek approval from NHS England to allow it to continue to work up an Outline Business Case.

2.2 Section 4 of this report highlights the key elements of the SOC and the process by which it reached its preferred way forward.

2.3 The Director of Adult Care Services recognises the need for change to the operating and working environment at Watford General Hospital since the quality of the estate contributes to some of the key challenges and performance issues faced by the hospital and by Council staff operating in the hospital.

- 2.4 It should be noted that a Greenfield site, though ruled out on the basis of affordability, would offer significant opportunities. However, WHHT have identified their preferred way forward as the most realistic means in terms of capital request, of meeting the urgent need to develop a safe and effective solution before the estate and performance deteriorates further.
- 2.5 The SOC was considered by the Health Scrutiny Committee at its meeting on 8 November 2016.

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/599/Committee/12/Default.aspx>

In its discussion, members considered that a new build in a Greenfield site would be the best solution if there were no funding constraints; however, given the financial challenges, the rebuild and hub option was more realistic and the only plan that was financially achievable. Members also suggested it was possible to remain committed to the long term aspiration of a new hospital whilst fully supporting the more financially realistic and deliverable re-build and hub option. The Committee agreed that the Chairman write a letter to NHS England and local MPs requesting that in an ideal scenario funding could be allocated for a centrally located new build however, understanding the current financial climate, it should be noted that the Committee supported the preferred rebuild and hub option; and that funds be identified and committed as early as possible to allow planning to take place.

- 2.6 The Council is also working closely with Princess Alexandra Hospital in Harlow, which serves Hertfordshire residents in the east of the county, in their work to develop a SOC for capital investment. This work is at an early stage, although it is important that all Hertfordshire residents have access to acute care delivered in fit-for-purpose facilities.
- 2.7 The form of the letter is to be agreed by the Director of Adult Care Services in consultation with the Executive Member.

3. Recommendation/s

- 3.1 Panel is recommended to:

- Note the information contained in the SOC
- Note the comments of the Health Scrutiny Committee
- Recommend to Cabinet that a formal response is made to the letter received from WHHT stating that the Council recognises the attraction of an entirely new hospital on a site that would be convenient to the residents of the whole area served by the Trust but understands that, if

early funding is not available to progress such a project, patient services and safety may be put at risk. Therefore, should it be impossible to develop a new hospital swiftly, the Council would support WHHT's application for funding to enhance the Trust's buildings and facilities as outlined in the SOC.

4. Background

- 4.1 In November 2014, *Your Care, Your Future* set out a strategic vision for the future of health and social care services in west Hertfordshire – to ensure that patient care is joined-up, better co-ordinated and can be accessed closer to home. This vision for west Hertfordshire has been reiterated in *A Healthier Future*, the Hertfordshire and West Essex Sustainability and Transformation Plan (STP).
- 4.2 The Strategic Outline Case (SOC) is a key document required by NHS England as part of any major NHS estates development. A SOC appraises the main options for transformation and outlines a preferred way forward.
- 4.3 The WHHT SOC, as summarised in Appendix B, sets out the acute hospital transformation required in order for it to support the reconfiguration of services in the *Your Care, Your Future* programme.
- 4.4 WHHT notes that the current estate does not provide the required capacity and that it suffers from major functional suitability issues that adversely impact on patient care and experience and presents a significant risk to business continuity, which will put patient safety at risk if nothing is done. WHHT also notes that improvements in their estates are necessary to support WHHT's financial sustainability.
- 4.5 The SOC has been developed by WHHT taking into account future demand, operational considerations and patient flow. In addition, WHHT and Herts Valleys Clinical Commissioning Group undertook a series of public consultation and engagement activities around the development of the SOC.
- 4.6 An initial long list of options was assessed against non-financial criteria including access, patient experience, deliverability and strategic alignment. The resulting short list of options was then taken forward for more detailed economic and financial analysis.
- 4.7 Following this analysis, the SOC rules out Greenfield sites and concludes that the preferred way forward is for the Watford General Hospital to continue to be the location of emergency and specialised care and for the St Albans City Hospital site to continue to be the location for planned care.

4.8 If the SOC is approved by NHS England, further analysis will be undertaken on options including a new build on the Watford General Hospital site, a redevelopment of the Watford General Hospital site and a redevelopment of the St Albans City Hospital site. It is likely that the preferred approach would balance new build with redevelopment and refurbishment of existing buildings to provide the best value for money.

5. Equalities implications

5.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

5.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

5.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

5.4 As WHHT has developed the SOC it will need to consider the impact of its proposals on any individual or group with protected characteristics as part of the development of their business case and the Council will input into as required.

Background documents

- *Your Care, Your Future* –

<http://hertsvalleysccg.nhs.uk/your-care-your-future/the-your-care-your-future-vision>

- *West Hertfordshire Hospitals Trust Acute Transformation – Strategic Outline Case (February 2017)*

http://www.westhertshospitals.nhs.uk/about/board_meetings/2017/february/documents/ITEM_2a_WHHT_AcuteTransformation_SOC_v1-0_170203.pdf

Appendix A- Correspondence from WHHT

Appendix B- SOC Summary

Are attached as separate documents.