Making it work well into the future

Detailed planning begins for new hospital

It's been an incredibly exciting start to 2019, as we start to put together detailed plans for the redevelopment of Whipps Cross Hospital.

It seems like a long time ago that Barts Health and its partners formally committed to work together on a vision for the future of Whipps Cross. Back in 2016 we announced that we wanted to work towards creating a health and care campus on the site, with a brand-new hospital – complete with an A&E and maternity unit – at its heart.

After a lot of hard work to set out our vision, we had great news at the end of 2018 that we could move forward to develop detailed plans.

The first step in developing these plans is to come up with a health and care services strategy for the future of the site. It is this strategy that will determine the exact scale of the future hospital and what services we need around it, so we’re embarking on very exciting work. We’ve been setting up groups to take this work forward, and we aim to have a much clearer idea of the strategy by the end of the summer in order for them to inform the development of our business case over the next year.

I continue to be struck by the passion for making sure we secure a bright future at Whipps Cross – and it is this passion that fills me with confidence that by working with our staff, our patients and the public on our plans we will do just that.

I hope you enjoy reading this newsletter, which provides more updates on what’s been going on and our next steps.

Alastair Finney
Redevelopment Director

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2016
Barts Health and partners commit to future of Whipps Cross

2017
Strategic vision published

2018
Strategic case strengthened and agreement reached to move to developing detailed plans

2019-20
Detailed plans to be developed for how health services will be delivered and the size of the hospital that will be needed. Options to be created for the land currently occupied by the hospital, which may include housing, leisure facilities, shops, businesses and cultural amenities alongside health and care services

2020-23
The timetable for the next years of the programme will be developed once we know the Government’s response to the detailed plans
Secretary of State for Health and Social Care the Rt Hon Matt Hancock MP visited Whipps Cross to see first-hand the need to improve the estate.

Hospital staff gave the Secretary of State a behind-the-scenes glimpse into how they’ve improved care at the hospital in recent years, despite working in many buildings that pre-date the NHS itself.

Mr Hancock told staff that the need to improve the estate is “evident to anybody walking around it”, as he accompanied Iain Duncan Smith, MP for Chingford and Woodford Green, on a tour.

Preliminary assessments suggest a brand new state-of-the-art hospital – complete with an A&E and maternity department and co-located with other health and care facilities - could be built on a fraction of the existing estate. This would release land for other uses, potentially including new homes for the community and staff.

With funding for the redevelopment not yet approved, the Trust must now work up detailed plans in a business case for Government. Hancock told the Evening Standard after the visit that Whipps Cross had been “given the go-ahead” to take the planning to the next stage.

The Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care, said: “It was great to visit Whipps Cross Hospital with Iain Duncan Smith to hear the proposals for a new hospital for the people of North East London.

“They highlighted some of the challenges they face, but the trust has already made strong progress - coming out of special measures just a few weeks ago – and I’ve been struck by the dedication and commitment of staff to make a difference to the patients in their care.”

Alwen Williams, Group Chief Executive of Barts Health NHS Trust said: “We have a golden opportunity to turn our ageing buildings and underused land into a modern hospital at the heart of a flagship health and care campus. It’s brilliant news that we have been given the go-ahead to move to the next stage and will now work with our staff and local people to develop detailed plans.”

Clare Coghill, Leader of Waltham Forest Council said: “The need for a new hospital is obvious to anyone that visits the site, which is why it is so important that Secretary of State for Health and Social Care, Matt Hancock, came along for a tour of the site.

“The plans for the Whipps Cross estate are a once in a lifetime opportunity to not only create a new health and social care hub that meets all the needs of our residents whilst also revitalising this area of Waltham Forest.”
Engaging with our staff and local people

To develop our detailed plans we need the help of local people and our staff.

One of the ways we are doing this is by establishing a Community Engagement Action Group. This group will make connections with our community to help us understand more about what matters to local people about how the hospital will be developed for the future.

In January we advertised for people to apply to join the group and have recruited nine members.

We are also working with the many existing community groups across Waltham Forest, Redbridge and West Essex to make sure we hear a very wide range of views.

We are listening to the opinions of patients and staff as we develop a strategy for how tomorrow’s hospital services will be delivered. As the redevelopment work goes on, there will be many exciting opportunities for staff and the public to get involved, such as by contributing to the design of the new hospital.

By working together to design the new health and wellbeing campus, we believe our plans will truly represent what local people want and need.

You can find out more about the opportunities to get involved at: www.bartshealth.nhs.uk/future-whipps.
In 2017 we announced exciting plans that will enable us to enhance the women’s and neonatal departments at Whipps Cross.

Thanks to a generous investment of £6.7m funding from Barts Charity, we are able to vastly improve our facilities and in turn offer women, babies and their families, as well as our staff, a much better experience. We expect that 50,000 mothers, their partners and families will directly benefit from these new facilities over the next ten years.

As part of this work we are redesigning and improving six areas:

- An improved special care baby unit, with far better facilities for parents;
- A remodelled midwifery-led birthing unit complete with additional birthing pools and modern equipment;
- A remodelled day assessment unit;
- A modernised and expanded antenatal clinic;
- A transformed labour ward including new en-suite facilities;
- A new women’s centre with additional treatment rooms for specialist gynaecological services.

Redesigning our clinical spaces in this way will help improve patient care, enhance the experience for birthing mothers and their families, and provide additional capacity to respond to the expected increase in the number of births in our local area.

The investment also enables Whipps Cross Hospital to become a centre of clinical research for improving women’s health. We are building new research facilities and a dedicated area to discuss clinical trials. In addition, we are creating an emergency corridor from maternity and the women’s centre to the main hospital which will significantly improve our ability to provide the highest standard of safe care.

Since the funding was confirmed we’ve worked hard to engage users of the service and our staff so that the end result is as good as it can be. We’ve had great support in this regard, and are excited that building work has started.

The building works will be completed in phases and will focus on different areas during the refurbishment period. We are aiming for all the works to be completed by mid-2020, and we will keep service users and our staff up to date with the timings as the work progresses. We will do our very best to keep disruption to a minimum and we are very grateful for the patience our staff and the users of our service are already showing.
New orthopaedic ward opens to improve patients’ experience and safety

While we have exciting plans to redevelop Whipps Cross Hospital, the Trust is continuing to invest in the existing facilities to make sure they meet required safety standards and offer today’s patients the best care possible.

As part of this commitment, the Trust has invested £850K to completely revamp one of the oldest wards in the hospital. The new Chestnut Ward incorporates a dementia-friendly design, and has transformed the ward into a modern facility, with improved features that enhance patient safety, privacy and dignity and infection control.

Transforming Chestnut Ward is part of a four-year refurbishment programme that will upgrade existing wards where necessary to ensure they are fire compliant, safe and improve patient experience.

Previously an open ‘Nightingale-style’ ward, Chestnut is now an airy 12-bedded ward which is bright and spacious. There is a six-bed bay, two double side rooms and four single rooms which have toilet and showering facilities. The new ward is for patients that are undergoing planned surgical procedures to correct bone or muscle damage.

Ward Manager, Bea, said that the facilities on the new ward have boosted staff morale, and have already been praised by patients. “Our brand-new home makes such a difference to our working environment. The ward has more space and we have a greater capacity to ensure that elective procedures aren’t cancelled and can go ahead. This will help patients to get home quickly and reduce their time in hospital.

“One gentleman who stayed with us last year agreed that the new ward is a nicer environment and that our quality of care remains excellent.”

Rob Speight, Head of Estates, said: “Not only does this improvement work help us to meet required standards for safety, we’ve also taken the opportunity to improve the experience for those on the ward. We’ve improved infection control and installed additional facilities including side rooms and bathrooms for patients.

A huge effort has been put in by everyone involved with this project. This makes a difference to the quality of care our patients receive and to our staff who work hard to deliver excellent care.”
The organisations who are working together on the Whipps Cross Redevelopment Programme have agreed a new ‘concordat’ which reaffirms how they will work together to deliver their shared vision. Alwen Williams, Group Chief Executive of Barts Health said: Whipps Cross is such a valued asset for our community, and the agreement we’ve signed shows that we are all committed to delivering a shared plan to make the best use of the site for generations to come.

This Concordat sets out our mutual commitment to collaborate for the benefit of the patients and communities we each serve, in accordance with agreed principles. We will:

- participate fully in the Programme by sharing ideas and options at all stages, and ensuring that all views within each organisation are gathered and represented;
- identify and agree ways of co-producing development work with staff and local communities, so existing and future service users are fully engaged in the process;
- regularly feedback insight from stakeholder involvement, so that proposals set out in the business case come as no surprise to those with an interest in the outcome;
- take an active role in decision making, and proactively assess the impact of any proposals either on existing services or the people most likely to be affected;
- inform each other of any issues or other work programmes that might affect the delivery of the Redevelopment Programme at the earliest possible stage;
- act as ambassadors for the Programme, by raising its profile, promoting wider understanding of its benefits, and encouraging the sharing of lessons learned.

Between us we have agreed areas where each partner is best qualified to lead. We will review this Concordat annually.

For more information about the redevelopment programme and to suggest ideas for future newsletters, visit [www.bartshealth.nhs.uk/future-whipps](http://www.bartshealth.nhs.uk/future-whipps), email FutureWhipps.BartsHealth@nhs.net or follow #FutureWhipps and @WhippsCrossHosp on Twitter.