

Hampshire Together: Modernising our Hospitals and Health Services

Listening document

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FOREWORD

The NHS constitution starts with the words:

“The NHS belongs to the people. It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill, and when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need when care and compassion matter most.”

To deliver on this promise we need to provide our staff with the tools and support they need.

We have been given an amazing opportunity to enhance our local NHS services, for decades to come. We are part of the government’s new programme to replace hospital buildings across the country. Our ambition is to use this opportunity to support the NHS purpose, to improve the health and wellbeing of the population of north and mid Hampshire, now and in the future.

It is no secret that some of our buildings – while much loved – are now approaching the end of their usable lives. This programme will enable us to build a new hospital – complementing existing services and allowing us to embrace new ideas and innovations; all with our patients at the heart of our thinking.

But our ambition is to go even further.

This project will include our whole local NHS – from GPs to mental health services, community care to acute hospital provision; as well as our colleagues in social care and the wider voluntary sector. As such, we are working together as one, with the aim of delivering fully joined-up care; from hospital to home and everything in between.

Taking advantage of this opportunity will require both significant change and some hard choices - and we want your views on the best way forward. We are also aware that the lessons learned from the COVID-19 outbreak will need to be incorporated into any plans we develop.

In this paper and [on our website](#) we aim to present as much information and data as we can so that you can see exactly what is informing our current thought processes and how you can best help us reach better, more informed decisions.

It is important to note that at this stage no decisions have been taken and no options generated. This is a real chance for you to have your say from the very start. Just as critically, this is just the start of our conversation with you; a conversation we expect to last for more than a year and grow as we develop our proposals and consult the public appropriately.

Thank you for taking the time to read this and we really look forward to your feedback.

Kind Regards,

Alex Whitfield, Chief Executive, Hampshire Hospitals NHS Foundation Trust

Maggie MacIsaac, Chief Executive, Hampshire and Isle of Wight Integrated Care System; Southampton City, West Hampshire and Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups

Ruth Colburn-Jackson, Managing Director - North and Mid Hampshire Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups

OUR CLINICAL VISION

We want to improve the health and wellbeing of all our population, throughout their life journey, from before conception to after death. This project, combined with our experiences of rapid change and service development during the COVID-19 pandemic, have helped us realise that we have a unique opportunity to adapt to ensure that we are able to meet the needs of our population - both now and for future generations.

Our vision is for our health and social care services to provide outstanding care for all our people within north and mid Hampshire:



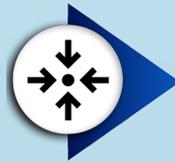
All health and social care services will work together to deliver the best care for our people



People will be empowered to self-manage wherever they can, with the information and support required to do so; including access to diagnostic tests and specialist advice when needed



People will have easy, timely access to the help and support they need



Where necessary, services will be centralised to ensure the best possible care and outcomes



Services will be designed to meet their requirements



We will be able to live within the money allocated to our area; reducing duplication and inefficiency



Services will be sustainable, efficient and high quality; with a focus on delivering the best clinical outcomes possible



We will ensure our healthcare facilities are accessible, fit for purpose and improve a sense of wellbeing for those using them and working there



Where practical, care will be provided in people's homes or as close to them as possible



Our services will attract the best staff, being renowned for high quality, innovation, research and training support



We will ensure that our people have continuity between their primary care and community teams; supported by quick access to specialists when this is required. Our specialists and primary care teams will work closer together to improve the care we can provide, often with linked specialist and GP networks.

We will use digital advances in communication so that consultations within the primary care setting or with specialist services will only require travel when absolutely necessary. We will maximise the use of innovation and technology to bring care as close to home as possible, reduce repetition and duplication and proactively manage people's care. This will allow many of our services to be available seven days a week.

When people need care in a hospital setting, we will ensure this is delivered in state of the art buildings, designed for modern health care, with facilities to diagnose and treat their condition rapidly. These facilities will have the option to adapt to changing

pressures and that protect people from infections. Working together, we will ensure that when our people no longer need acute hospital care, they can leave hospital and receive on-going care at or near to their homes, straight away. Only people who need to be cared for in a hospital will be there.

With your help and guidance, we know we can design these services and buildings to deliver the outstanding care you and your families deserve now and in the future.

Dr Lara Alloway, Chief Medical Officer, Hampshire Hospitals NHS Foundation Trust

Dr Nicola Decker, Clinical Chair - North Hampshire, Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups

THE CHALLENGES

The NHS is ever-changing – and so are the challenges it faces! At present there are four main issues which need to be tackled by this project:

Clinical sustainability

It is critical that our clinical services not only deliver outstanding patient care but that they are sustainable. This means that we need to be sure we can provide them consistently and predictably so that people know they can trust and rely on them. It also means that services are able to evolve to take advantage of new technology or adapt to a new challenge.

However, to achieve this some very difficult decisions will need to be made about what services we provide and where.

For instance: Hampshire Hospitals often struggles to fully staff two relatively small Emergency Departments at both Royal Hampshire County Hospital (RHCH) and Basingstoke and North Hampshire Hospital (BNHH). It also has issues delivering maternity and paediatric care across multiple sites and risks losing neo-natal services altogether unless the service is placed on a more long-term sustainable footing.



How can this project ensure that these services are delivered reliably and efficiently?



Our changing population

Our population is growing in two ways. Estimates show that the population served by Hampshire Hospitals NHS Foundation Trust could increase by 9.6% over the next decade and by 23% between 2018 and 2050.

But our population is also aging rapidly. The predicted growth in the over 75s in Hampshire between 2017 and 2024 is 35%. And it is well documented that older people require more healthcare. For example, an 85-year-old man requires, on average, seven times more NHS care than a man in his late 30s. This trend is particularly noticeable in Basingstoke as the town expanded rapidly in the 1960s and 1970s and the young families who moved there, then, are now reaching older age.

Financial resilience

It is obvious from every public survey and the outpouring of appreciation during the COVID-19 crisis that the NHS is one of the most valued, if not the most valued, aspects of British society. However, the way we currently deliver care and treatment costs more every year and will continue to do so as we try to keep up with technological advances, population growth and the fact that medical advances and lifestyle changes mean that more of us will live much longer than our grandparents had expected to. This final point is clearly something to celebrate, but it does mean that there are a larger number of frail, elderly people requiring our help than our health system was designed for.

For instance: The local health system struggled financially in 2019/20, with Hampshire Hospitals in particular ending the year in a



How can the financial position be addressed so we can continue to deliver the care that is rightly expected?

The condition of the buildings operated by Hampshire Hospitals

All of the trust's hospitals require a significant amount of urgent maintenance. The current estimate of the cost to make the improvements needed to bring the buildings up to the standard required to support services as they are delivered at the moment is £73 million; more than three times the national average.

Moreover, it would require more than £700m in maintenance spend to keep the buildings functioning over the course of the next 30 years.

This is simply unaffordable.

The trust is committed to both reducing its carbon footprint and expanding its use of digital technology. Unfortunately the age, condition and design of the current buildings often stops such projects in their tracks or means they deliver less than was intended.

Finally, it is vital that all the different strands of care – community services, mental health, primary care etc – are able to be as joined up as possible. The current estate is a barrier to this becoming a reality due to its design, condition and structure.

For instance: The inherent inflexibility of the estate has been exposed during the COVID-19 crisis. The trust has struggled to increase the number of beds available for patients and the ability to adapt wards and areas to treat different kinds of patients has been limited.

Much of this is driven by the fact that the area has changed significantly in recent years – and is set to do so again in the coming decades; with new housing roughly equivalent to a city the size of Salisbury planned in the Basingstoke area alone!



THE FACTS AND FIGURES



Estimated increase of population served by Hampshire Hospitals NHS Foundation Trust over the next decade

£73
MILLION



X3 THE NATIONAL AVERAGE

The estimate of the cost to make the improvements needed to bring the buildings up to the standard

1,600

People took part in our initial online survey



The initial survey told us that the following results were top priorities for the public who took part:



Capacity to care for more patients



Access to a wide range of health services



Transport



WHAT IS HAMPSHIRE TOGETHER: MODERNISING OUR HOSPITALS AND HEALTH SERVICES?

Hampshire Together is part of the government's plan to modernise NHS hospitals and will deliver a new hospital to serve the people of north and mid Hampshire – and the whole local NHS is determined to make the most of this opportunity. The location and clinical make-up of this future hospital have not yet been decided – and your views on both would be very welcome!

Thankfully, we are not starting from scratch.



Direct services



The health and care system across north and mid Hampshire has – in conjunction with other key partners – been working towards an ambition for the next five years and beyond to support patients, their families and their carers to access **the right care, in the right place, at the right time in order to keep them healthy.** A new hospital supports this ambition, though it is far from the only component.

Currently, Hampshire Hospitals operates (primarily) from three sites: Basingstoke and North Hampshire Hospital, Royal Hampshire County Hospital, in Winchester, and Andover War Memorial Hospital.

In recent years Hampshire Hospitals has undertaken a number of public engagement

exercises on potential changes to clinical models and infrastructure for the delivery of acute health services in north and mid-Hampshire. This included the development of a full business case for a Critical Treatment Hospital in 2016 and an associated pre-consultation research exercise conducted in May 2017.

We are building on all of the previous work – but this is a new project.



After viewing the wheel of potential services, are there any health services you think are missing?

THE OPPORTUNITIES

This presents a phenomenal opportunity for the people of north and mid Hampshire. The opportunities can be described in three ways:

An economic opportunity for the population

A building programme like this provides jobs and attracts further investment to our area.

In addition, the new build will attract more high quality healthcare staff to come and work in the area.

Our aspiration is to make the new build a centre of excellence for training the next generation, and for research and innovation. This will attract innovators and entrepreneurs, especially in the medical technology sector, in line with the Local Enterprise Partnership's strategy.



State of the art buildings, technology and equipment

The investment in new buildings is an opportunity to bring the latest in healthcare design and thinking to our people.

Hospital design has progressed significantly in the last 50 years, and new buildings bring in all the benefits of natural light, ergonomic designs and a healing environment.

This combined with digital advances will ensure that our local people receive outstanding care.



An opportunity to join up health and care for our people

This is a fantastic opportunity to join up the health and care system in our area, which we have been striving to do for a number of years.

A project of this magnitude gives us a real opportunity to bring mental and physical healthcare closer together; ensure that we connect GPs and hospital doctors using digital technology; and incorporate the voluntary and social care sectors into our design principles from the beginning.



This is much more than just a hospital – it is an investment in the people of north and mid Hampshire.

MAKING CHOICES:

WHAT NEEDS TO BE DECIDED AND ON WHAT BASIS?

To get the most out of this project, some very hard choices will need to be made, from where to locate a potential new hospital to what services are delivered and from where.

Given the scale of the project, it will benefit the entire community, though the impact it has on individuals will of course vary depending on a

number of factors, for instance how frequently a person requires care.

We want you to tell us what you think about the problems being faced by our health system and to consider how we might go about solving them.

When doing this, it's important that you bear the following factors in mind. Please note that there may be other factors that are important to you, but we have put this list together as a guide for your feedback:



CLINICAL NEEDS

The communities served by the NHS in Hampshire are diverse, large and a mix of rural and urban. Any solution proposed must be firmly rooted in the needs of the population.

As such, as well as our clinical vision set out on pages four and five of this document, it is important to take account of the Hampshire Hospitals clinical strategy, the clinical strategies of the Hampshire & Isle of Wight Partnership of CCGs and West Hampshire CCG, the plans of the Hampshire and Isle of Wight Sustainability Transformation Partnership, the priorities of the Hampshire Health and Wellbeing Board and the North and Mid Hampshire Integrated Care Partnership objectives.



PATIENT EXPERIENCE

Patient experience – how a person feels about the way they receive care – is recognised as a significant factor in the outcome of the care itself.

Factors which impact this include timely appointments, ease of travel, the environment (light, design, green spaces etc) and good communication between everyone involved.



LESSONS OF COVID-19

It would be impossible to undertake any project like this without keeping in mind the hard won lessons of the COVID-19 outbreak.

Lessons such as how the centralising of key services meant they were more resilient and could adapt to rapidly changing needs or the critical importance of single person rooms.

Equally, the need for advanced laboratory space at a local level has been firmly underlined and adopting new technology early shown to be essential.



What services are needed and when? And with this in mind, where should they be provided from?



FLEXIBILITY

The NHS is ever changing – as is society – and so future hospitals must be flexible and able to adapt to radically different ways of working and technology.

Equally, they must be able to reflect changing demands; such as a greater emphasis on mental health services.



STAFF EXPERIENCE

Very much linked to patient experience is the equally important issue of staff experience.

Factors such as on-site changing areas, a pleasant working environment and ease of access (transport etc) play a significant role in boosting staff morale and aid in both recruitment and retention.

A rise in positive staff experience will also lead to expanded take up of new roles and opportunities such as becoming a physician or nursing associate.



SUSTAINABILITY

It is important that the programme promotes sustainability in three ways. Firstly, it is to aid the development of healthy, thriving and equal communities; supporting public health initiatives.

Secondly, it should be environmentally sustainable, not just in terms of construction but operationally; including factors like transport.

Finally, it must be financially sustainable – delivering value for money.



ACCESSIBILITY

Ensuring that services are accessible to all who need them is a priority. This means that services must be within reasonable reach of people who rely on them. This includes distance, travel, opening hours, appointment systems and other factors that allow people to make use of the services when they need them.



RESPONSES TO DATE

Earlier in the year we launched an initial survey to determine what your priorities for healthcare were. This information is already being used to help shape our thinking – a report on it can be found online at www.hampshiretogether.nhs.uk



EQUALITY

One of the NHS's founding principles is that it is essential for any change be consistent with the provision of a personal, fair and diverse health and care system; a system in which everyone counts equally and is treated with respect, compassion and dignity.

Equally, it is very important that care is adapted as far as possible to meet patients personal needs and circumstances.



DELIVERABLE

Any scheme must be deliverable – to time and to budget – be practical to implement and be both safe and clinically sustainable.



NEXT STEPS - THE JOURNEY FROM HERE

POTENTIAL TIMELINE



Over the course of the summer we will be engaging with the public, our staff and stakeholders to gather views on everything included here and more. This feedback will then be fed into the decision-making process where it will directly affect our thinking.

From that point we aim to be able to release a summary of our findings before Christmas, with formal public consultation on a number of options following in 2021. This will include a preferred way forward which we think is the best of them. After this process has been concluded and fully assessed we will announce our decision as soon as possible.

MAP OF HOSPITALS IN HAMPSHIRE



Do you have any suggestions for sites where a new hospital could be built?

BETTER TOGETHER: WE NEED YOUR HELP

While it is right that we will be seeking views, ideas and evidence from clinicians, staff and management from across the Hampshire and Isle of Wight NHS system, it is also important that we do the same for the public we serve. We will be collaborating – working with communities and patients in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.

Over the coming months we will have lots of ways for you to get involved and opportunities for you to give your views. The easiest way to stay up to date is to follow us on Twitter @HampshireMOHHS and sign up for our regular update bulletins by visiting www.hampshiretogether.nhs.uk.

Our dedicated programme website, www.hampshiretogether.nhs.uk has all of the most up-to-date information documents and further reading. It will also host links to surveys and event registration when they become available.

Alternatively you can write to us at:



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