

ROYAL NATIONAL ORTHOPAEDIC HOSPITAL NHS TRUST

Briefing Paper - Health & Social Care Committee 14th September 2005



Following approval of the Trusts Strategic Outline Case to Redevelop the Stanmore in 2004, the Trust has developed its clinical model, hospital design, site master plan and the Outline Business Case.

Clinical Model

Developing a new clinical service model has been fundamental to the Trust's planning for the future. The model of care that has been established for the future represents a patient-focused, flexible and streamlined approach to healthcare delivery. The philosophy promotes a positive approach to restoration and rehabilitation ensuring that the patient is cared for in the most appropriate setting. Staff will work collaboratively in multi-disciplinary teams using shared protocols and pathways.

Patients, clinicians and commissioners have had the opportunity to influence the design and specification for new buildings, providing the modern physical environment to support and reinforce the type of clinical care that patients now expect.

Hospital Design

The Royal National Orthopaedic Hospital NHS Trust regards good design as an essential element in the delivery of first class healthcare. The new hospital / design will:

- Be a landmark building on an extremely sensitive but attractive site.
- Be beacon of clinical excellence.
- Not only deliver the most efficient and appropriate healthcare but will do so in an environment that itself aids the recovery process and is welcoming and attractive to all who use it.
- Reflect the principles of sustainability, with a design that exceeds the minimum standards required by legislation.
- Reduces dependence on fossil fuels as well as limiting carbon and other deleterious emissions.
- Reflect closely the philosophy of care of the Trust and the broader need to create an attractive, welcoming environment.
- Be designed to a human scale.
- Promote biodiversity and sustainability in the overall context of the site, making the best possible use of the extensive possibilities for landscaping and enhancement of the external environment.
- Integrate the building with the landscape, so that orientation and wayfinding is as intuitive as possible.

The Site Masterplan

The master plan has been developed to ensure that the new hospital planned to meet the clinical needs of its users into the 21st Century can be designed and constructed to maintain the open character of the site and within the overall constraint on footprint imposed by its location in the metropolitan Green Belt. In addition, the master plan indicates future staff, affordable and private housing to be developed by others, to enable the London Borough of Harrow to set guidelines for their future development within the overall constrain on footprint. The Master Plan also includes the proposed location for two new buildings, one for the Institute of Orthopaedics, and the other for the Education Centre; they are located to the south of the main hospital building, with the intention of forming a campus-type relationship, centred on a large open garden.

Outline Planning Application

The Outline Planning Application for the Redevelopment of the Stanmore site has been submitted for determination on 11th October planning committee. The Trust has had regular discussions with Harrow Planners over a period of more than two years; this has ensured an extremely close dialogue as the scheme has developed.

In summary the Trust is seeking permission for the redevelopment of the Stanmore site to provide a state of the art, exemplar design hospital with educational facilities, associated staff accommodation affordable, private housing,

together with associated landscaping, parking and other highways works.

The hospital proposal has been subject to extensive studies of existing conditions and the assessment of environmental impact. The design will take into account the archaeological and ecological interest of the site in terms of building appearance and size and will be appropriate to its location. The redevelopment complies with the principles of sustainable development which incorporates a high quality building and the creation of a quality therapeutic environment.

Following the submission of the Outline Planning Application in July, the Trust has organised a series of staff, local residents and London Borough of Harrow Members consultations to seek support for the Outline Planning Application

- Thursday, 15th September 2005, Open Evening for local residents - a total of over 1200 invitations have been distributed to local residents in the surrounding area
- Monday 19th September 2005, Consultation Evening with Local Borough of Harrow Members
- Friday 20th September 2005 Consultation event for staff

The local newspapers have shown significant interest in the proposed redevelopment and are currently running articles about the development and the public consultation event.

PFI Interest

A number of market soundings with potential developers have taken place and is continuing to do so to ensure that the scheme maintains a high profile in the period leading up to the tendering process. All have expressed interest in the project citing a number of factors that make the scheme attractive. The private sector considers the project attractive as:

- It is a new build project with few risks associated with the redesign, refurbishment and long term maintenance of older buildings and building services.
- The new facility will be self contained.
- There are significant opportunities for innovative design.
- Strong project leadership and management.
- The package will include a range of non-clinical services together with "hard" facilities management, and so provides opportunity to add value to the contract.

Programme

The Trust is currently revising the programme, the primary reason is due to the fact that the NHS Bank have not funded the redevelopment costs to the required level and the Trust's financial position does not enable them to contribute to these costs. In addition the Payment by Results (PbR) agenda which has an adverse affect on the affordability of the scheme however progress is being made to exclude many of the Trusts procedures codes from the PbR list.

Outline Business Case

The Trust is currently producing the Outline Business Case document. This OBC sets out in more detail the plans for redevelopment of RNOH. In particular, it:

- Affirms the patient centred approach that is reflected in a new clinical service model and in new patient pathways.
- Demonstrates the implications of the service model on workforce requirements
- Confirms the affordability of the preferred option
- Shows how patients/carers and the general public have been involved in the process.

In summary I would like to thank the Health & Social Care Committee for their support in the past and would like to invite the members to attend the Consultation Evening being held on Monday 19th September 2005.

I look forward to the future support of the Health & Social Care Committee.

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The Royal National Orthopaedic Hospital presents its Redevelopment Project to London Borough of Harrow Members

You are invited to view the Trust's Outline Planning Application
and meet with Representatives from the RNOH Trust and Design Team

Monday 19th September 2005
6.30pm – 8.30pm

Charles Lack Lecture Theatre, Teaching Centre

Venue will be sign posted from the main gate on the date of the meeting.

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