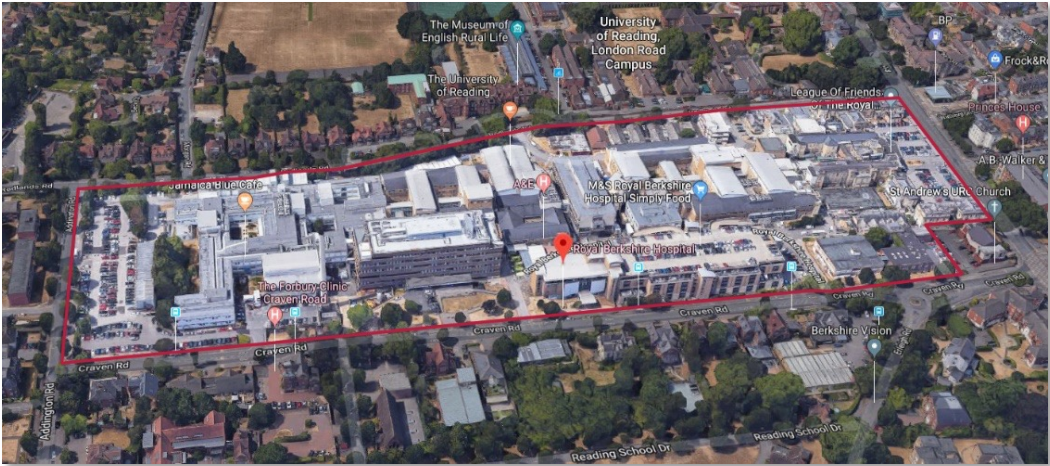







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# UK Property Forum Building Berkshire Together 2 November 2022

Alison Foster  
Programme Director



Working together to deliver  
outstanding care for our community

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OUR NEW HOSPITAL PROGRAMME

# We are part of the BOB Integrated Care System



Berkshire  
Oxfordshire  
Buckinghamshire



## 6 NHS Trusts

- Oxford University Hospitals NHS Foundation Trust
- Oxford Health NHS Foundation Trust
- Berkshire Healthcare NHS Foundation Trust
- **The Royal Berkshire Hospital NHS Foundation Trust**
- Buckinghamshire Healthcare NHS Trust
- South Central Ambulance Service NHS Foundation Trust

## 5 Councils

- Oxfordshire County Council
- Buckinghamshire Council
- **Reading Borough Council**
- **West Berkshire Council**
- **Wokingham Borough Council**

## 5 District Councils - With housing, waste, and planning responsibilities.

- Oxford City Council
- West Oxfordshire District Council
- Cherwell District Council
- Vale of White Horse District Council
- South Oxfordshire District Council

## 1 AHSN - Academic Health and Science Network

- **Oxford AHSN**

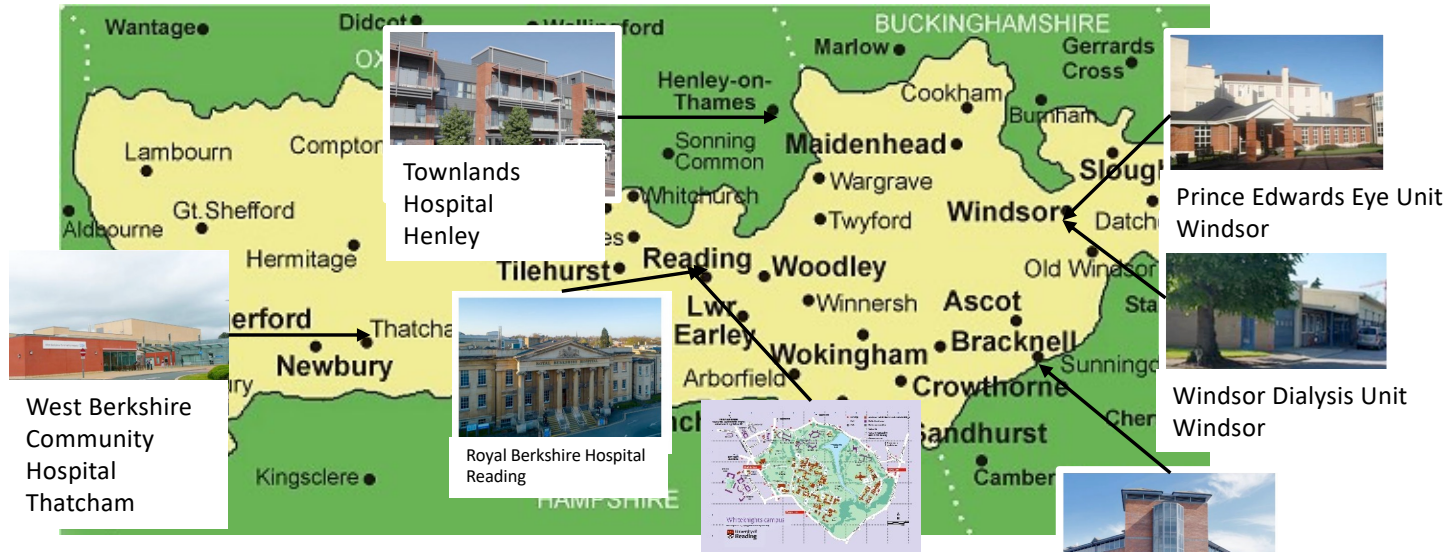


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# The Royal Berkshire NHS Foundation Trust Sites



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## Whiteknights Campus , University of Reading

1. Harborne Building – Histopathology & Admin
2. Dingley’s Child Development

Bracknell Health Space



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# Our Strategy: Improving Together



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## A year at RBFT

- 6000+ staff and volunteers
- 7 sites
- 4,876 births
- 128,226 ED attendances
- 33,197 ED patients admitted
- 525,000 outpatient appointments
- 43,000 non-elective admissions
- 1 million meals
- 8 million PCR tests (Lighthouse)
- £0.5bn Turnover



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# 5 Cs Case for Change



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The existing hospital buildings are in poor **condition**, resulting in poor patient experience, poor working conditions for staff, high maintenance costs and safety risks too.



The hospital is operating beyond its current **capacity** and expected local population growth will only mean greater health needs and rising demand for services.



The existing buildings were designed to support a 19<sup>th</sup> and 20<sup>th</sup> century model of clinical care. The buildings limit the **capability** of our staff to provide high quality modern healthcare for our local communities.



The existing buildings are a poor environment for patients and staff, and they contribute to the **climate** emergency. We need a green, low-carbon hospital.



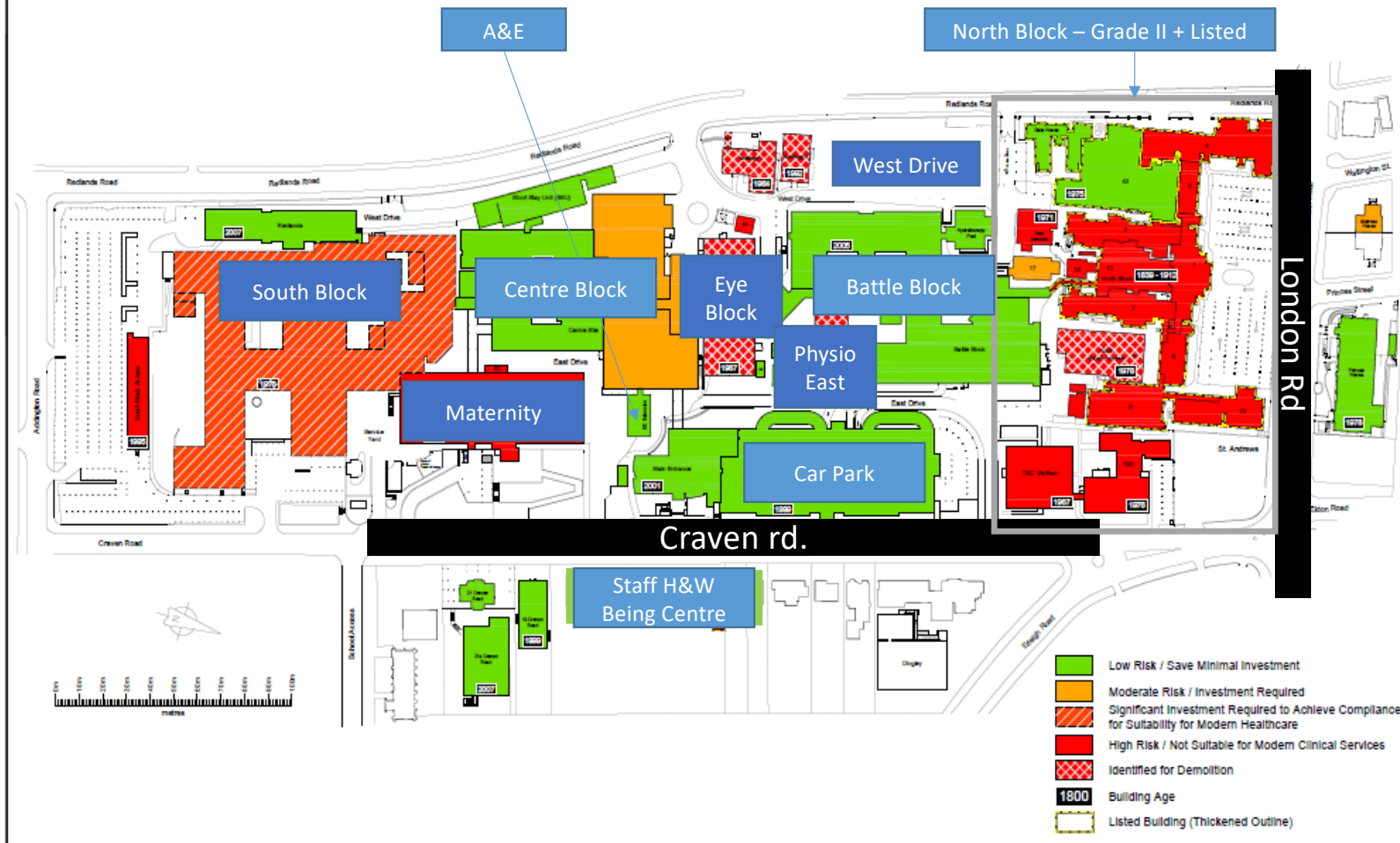
Developing a healthcare campus for Berkshire would generate jobs and economic growth and act as a **catalyst** for the local economy for years to come.

**A new hospital in Berkshire West is a critical enabler providing outstanding care for our community to stimulating economic growth and prosperity for local people.**

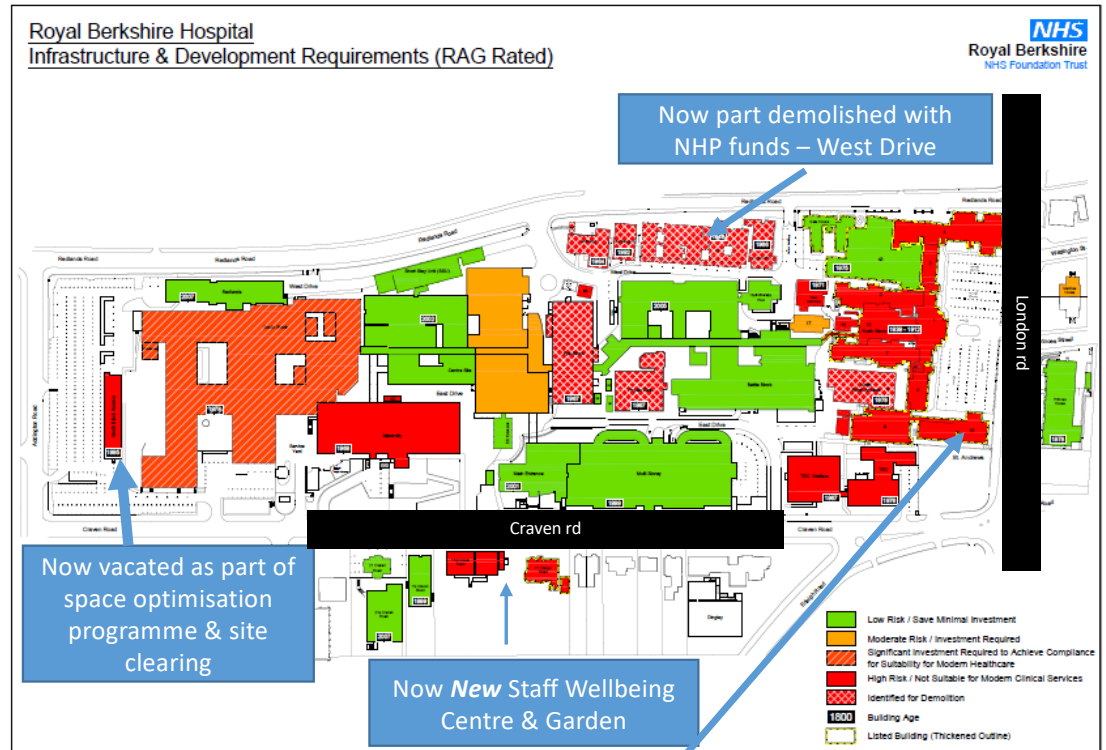
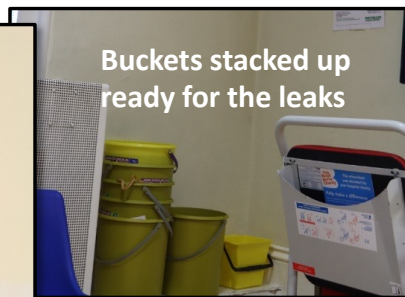
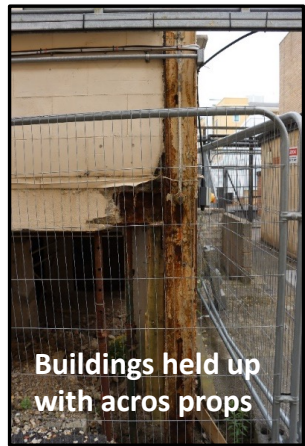
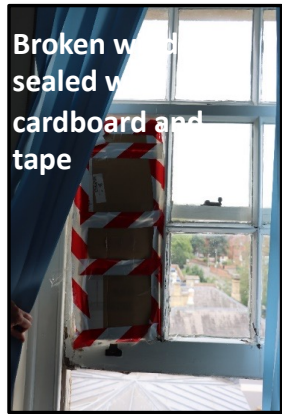


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Royal Berkshire Hospital  
 Infrastructure & Development Requirements (RAG Rated)



# Examples of the conditions of our estate



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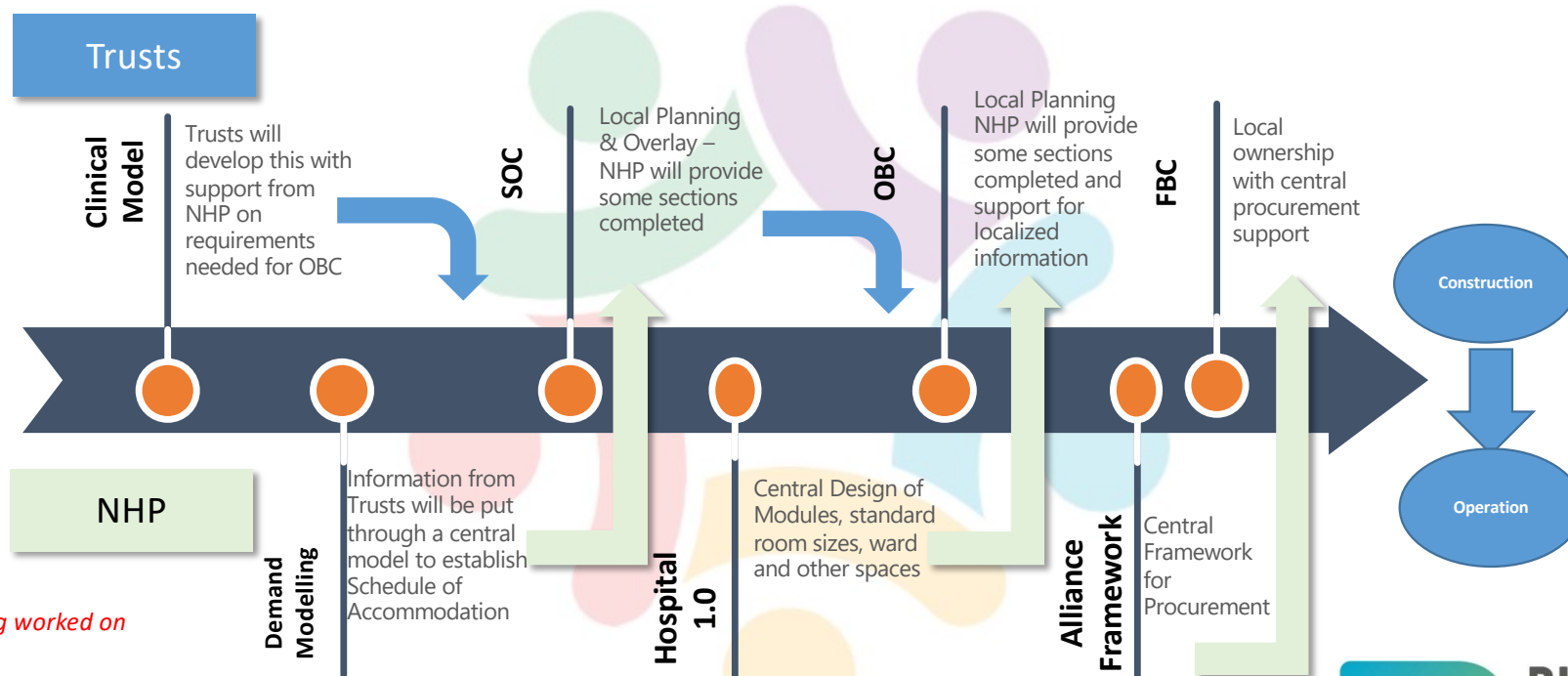
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# NHP Vision for How the Programme Will Operate



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An increasing drive towards standardisation as a nationally driven programme in order to build faster & cheaper etc. Local variation within the constraints of nationally defined ways of developing, designing, procuring and constructing hospitals.



Note: Details still being worked on

## NHP will provide

- Transformation input to **Standards Advancement**, **Assurance** (to uphold standards) & **Delivery** (to drive benefits) in all areas apart from FBC
- There will be products for digital, workforce, clinical, design, MMC, all of which are getting clarified now in order to engage Trusts in their ongoing development

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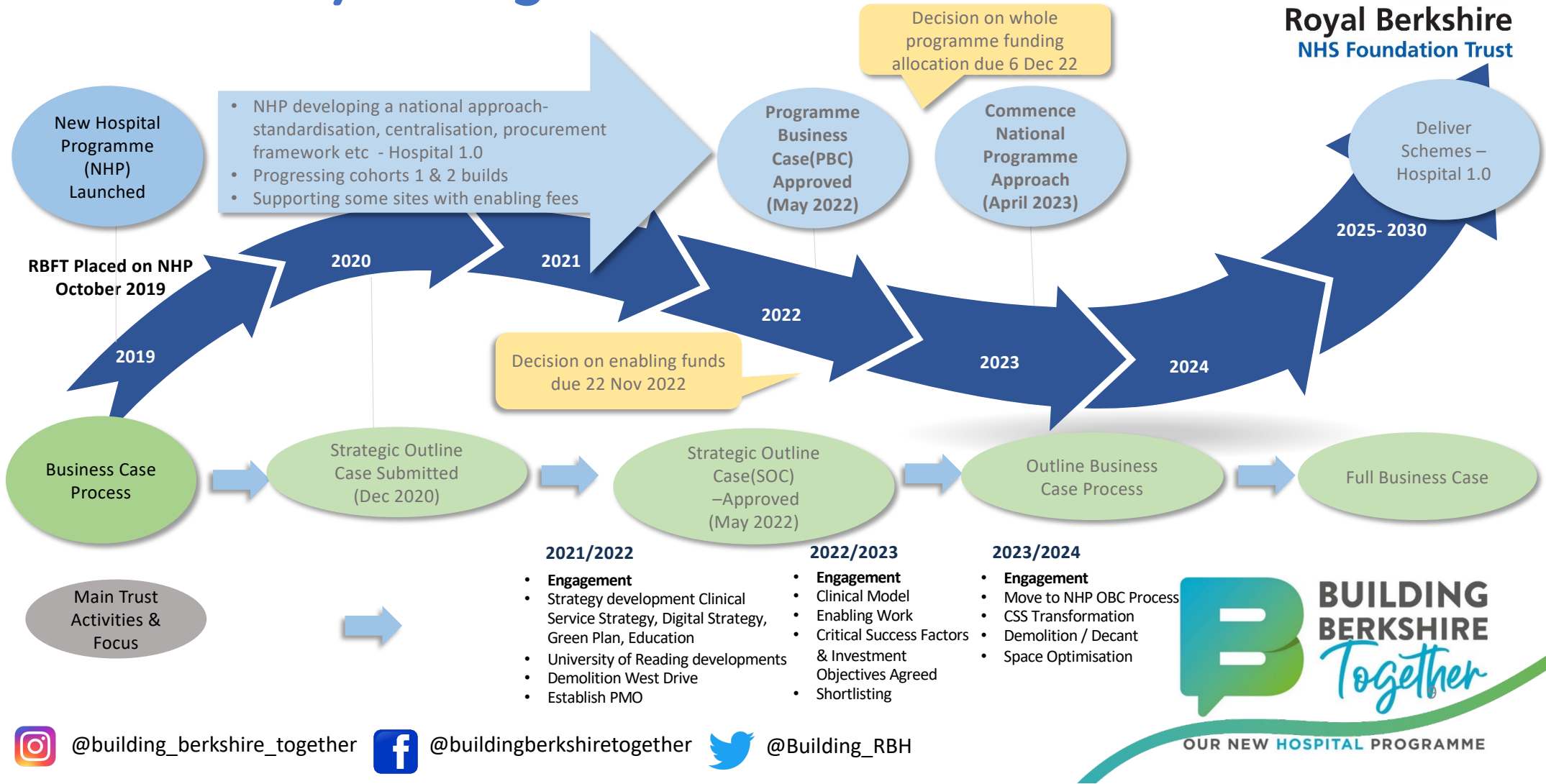
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# Our Journey & Progress



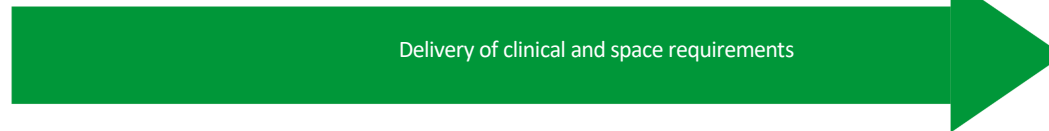
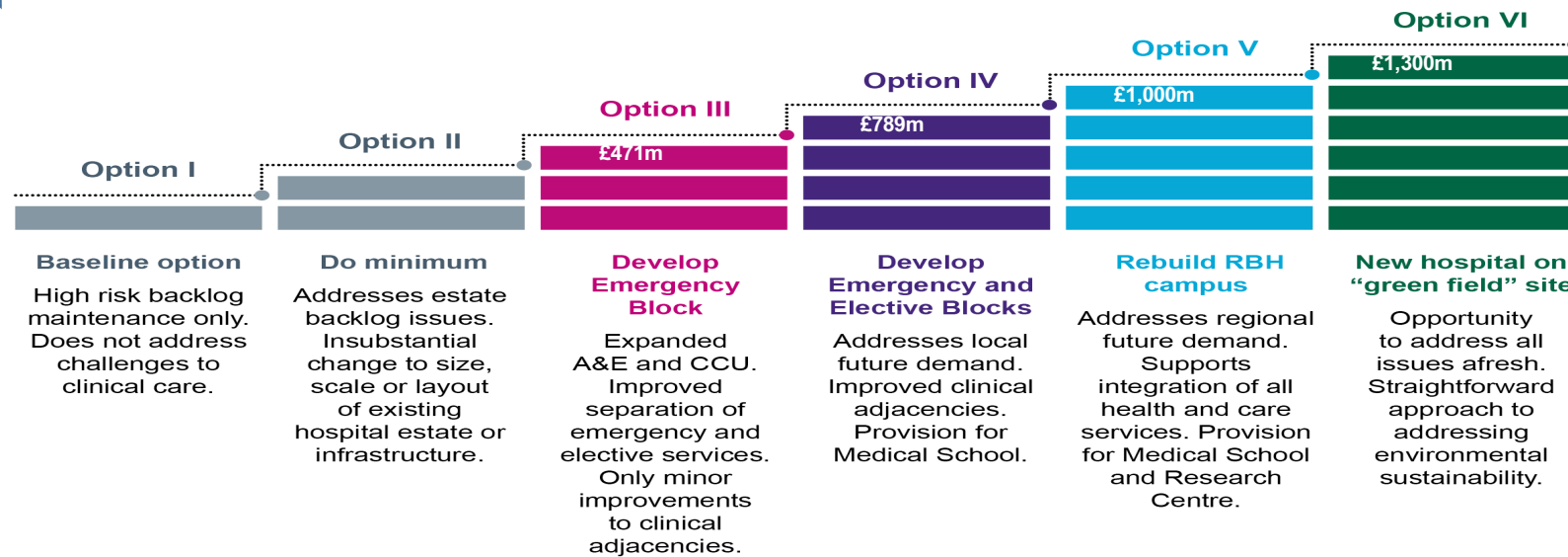
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# Strategic Outline Case (SOC) 2 years ago



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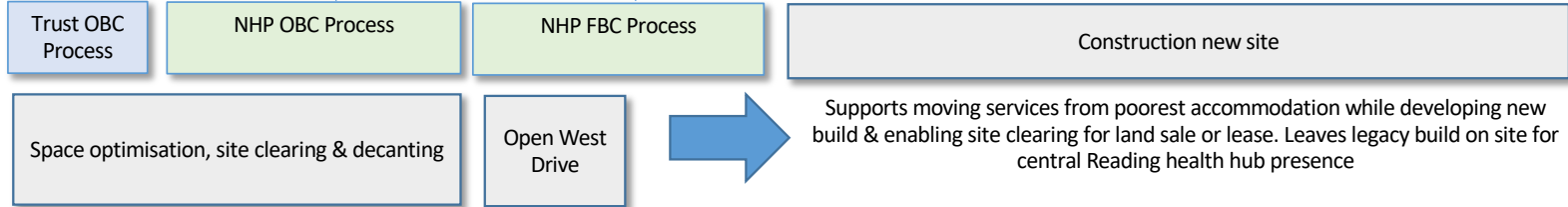
# Onsite redevelopment or new site /new build?

- Compliant in NHP policy & space
- Adaptable and flexible
- Built for 60 years
- £1.1bn-£1.3bn

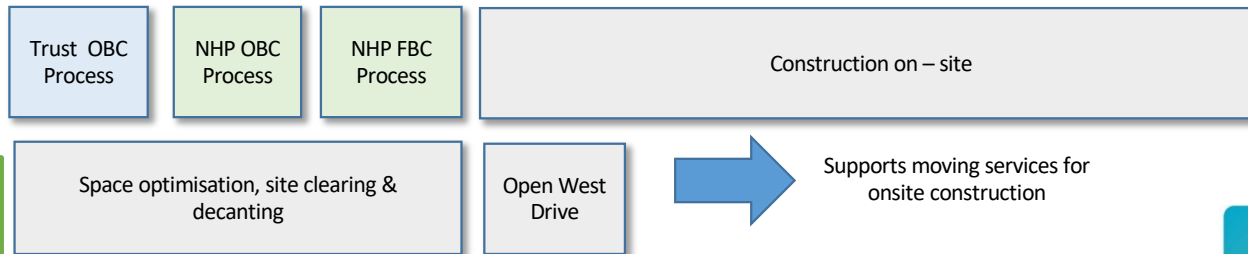
Longer business case process to the onsite redevelopment due to potential consultation, land, legal & planning issues. Unknown impact of NHP Hospital 1.0 on reducing timelines

**Assumes** 4.5year construction based on current benchmarks of similar size hospitals as unknown impact of NHP Hospital 1.0 on reducing this timeline, estimated to reduce this.

## 1. High level timeline new-site development



## 2. High level timeline on-site development



- Makes improvements in clinical space
- Not compliant with NHP policy & space
- Likely required to need significant additional investment within 10 years
- £700m-£1.3bn options



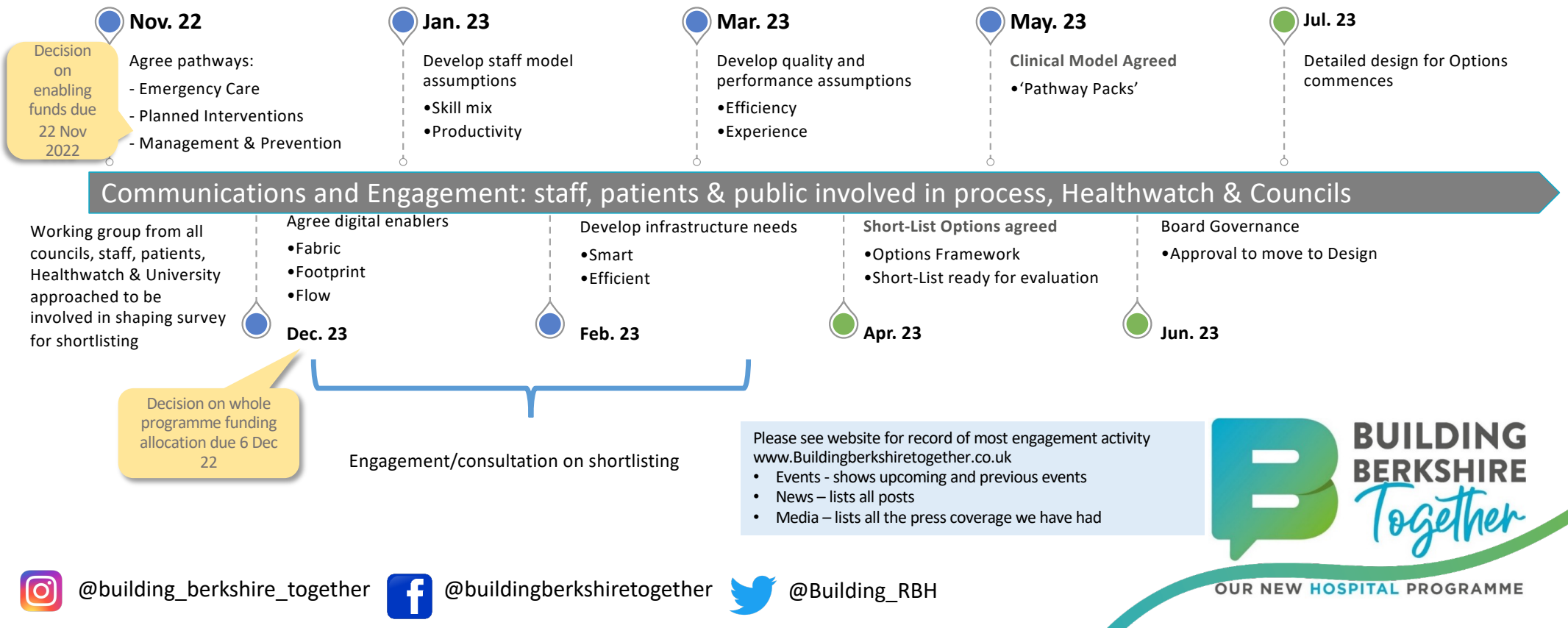
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# Next Steps up to April 23



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## Clinical Model Development - Shortlisting Process - Communications & Engagement – Drafting Business Case – Enabling – Space Optimisation



# If funding is low.... Prioritising Urgent Care Block



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The principal aim of the feasibility study was to create an Urgent Care, a four-storey, L-shaped new building to replace Eye Block and Physio East, with plant space and a roof garden at level 5 and a glazed atrium between it and Centre Site within a £200m envelope.

The brief is broadly as follows:

- Expanding the Emergency Department
- Moving Minor Injuries Unit alongside ED
- Expanded ICU of 30 beds in 3 pods
- Acute Medical Unit
- Higher Monitoring Unit
- Short Stay Unit
- Two Respiratory wards
- On-call facilities

The costs between £250m-£300m

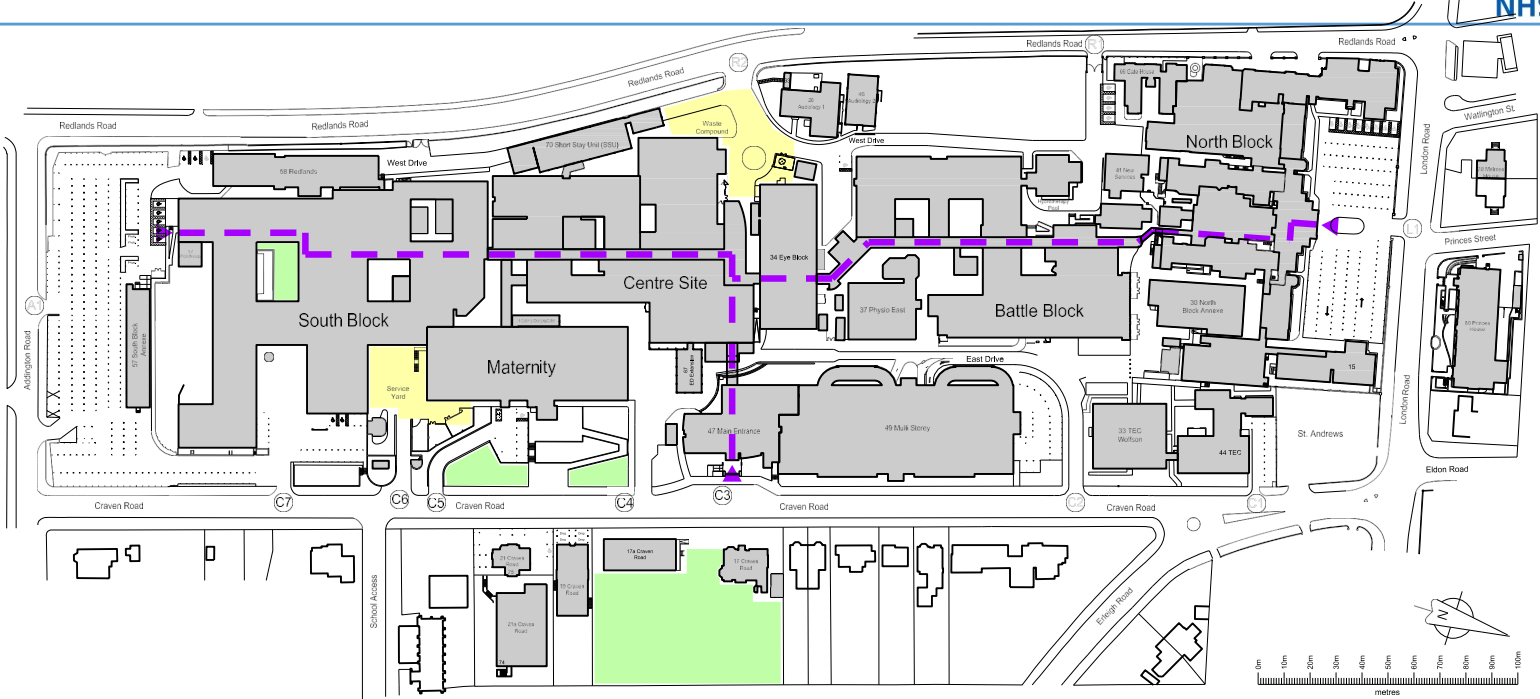


West Drive (left) and Urgent Care Block

# Current Site



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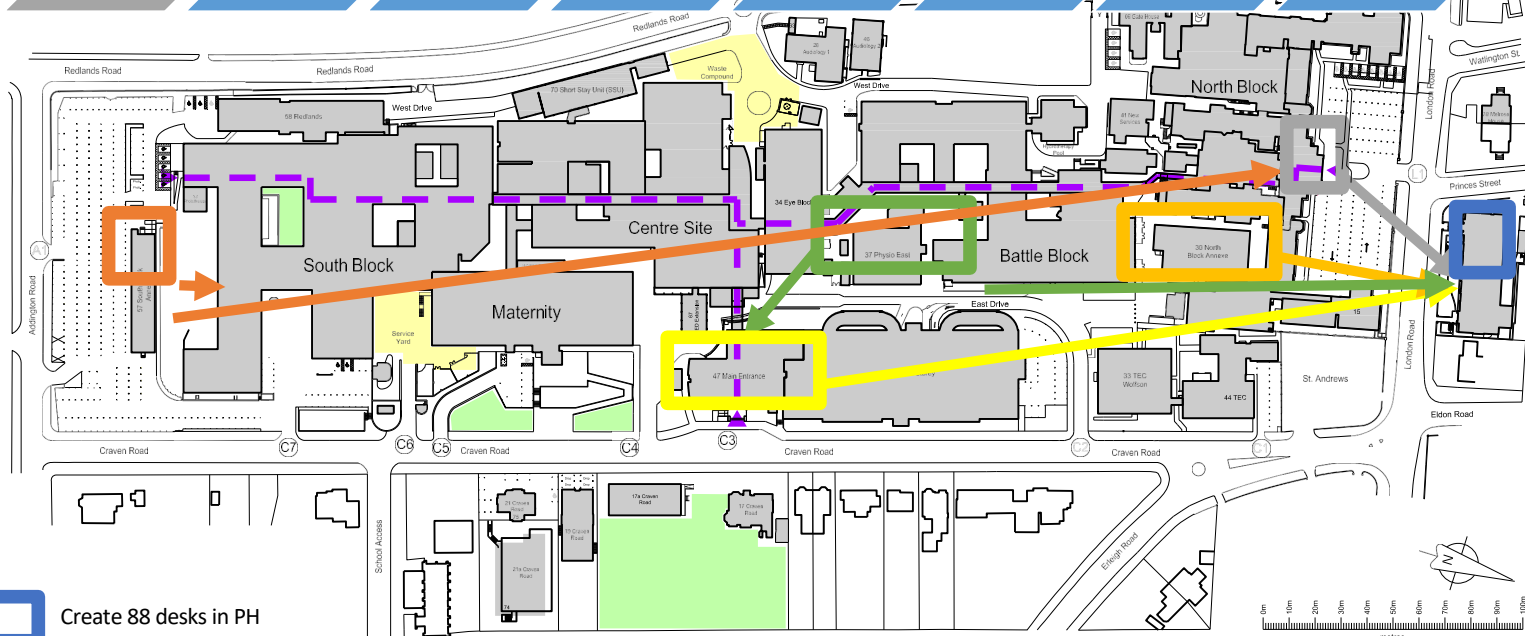
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# Phase 1 – Site Clearing

## End Oct 2022



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Create 88 desks in PH

- Convert L3 to increase hot-desking
- Convert L4 to bookable space
- Move some staff requiring desks for long periods to PH

Move teams from North Block to PH

Move staff from Physio East 1<sup>st</sup> Floor to Main Entrance and/or PH

Move staff from SBA to South Block & North Block

Move staff from NBA to PH



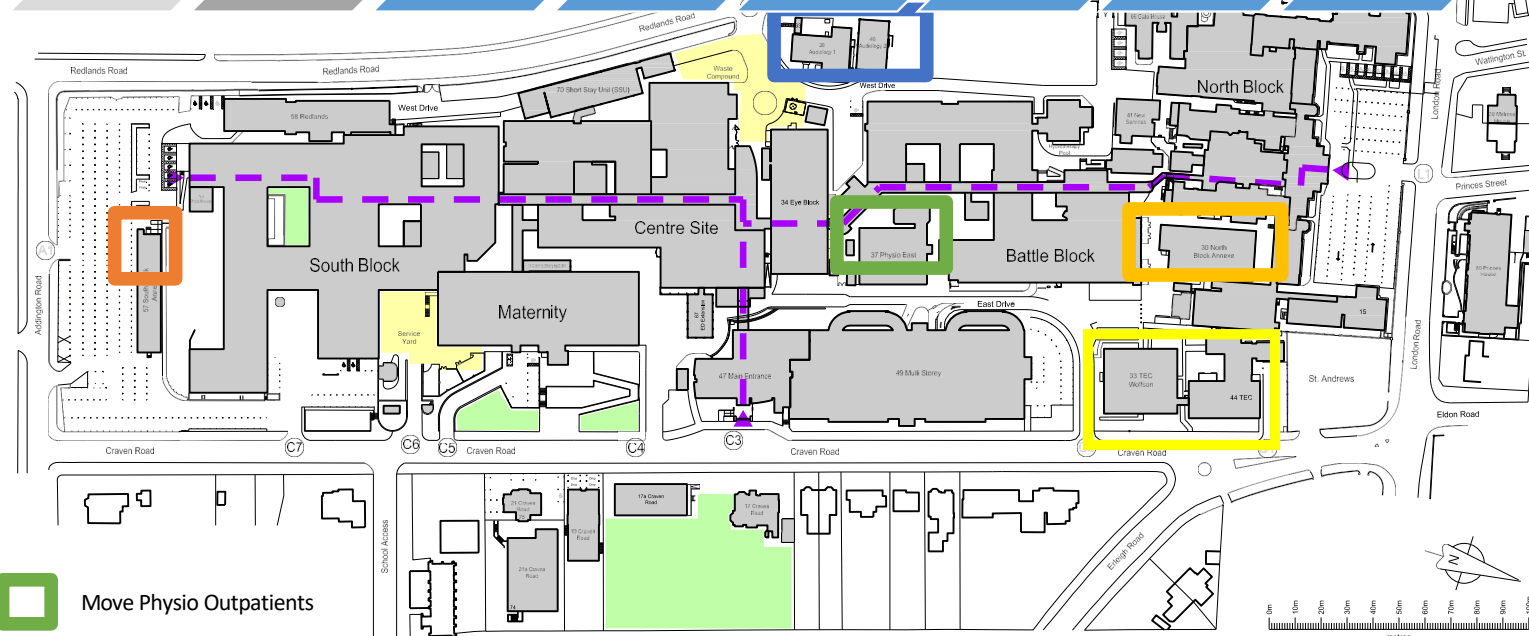
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# Phase 1 Site Clearing

## End Aug 2023



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- Move Physio Outpatients
- Move Mattress Library - Harborne
- Move QA Lab – TBD where
- Move Audiology

- Create 125 desks & Training/Meeting Space in Harborne
- Move staff to Harborne



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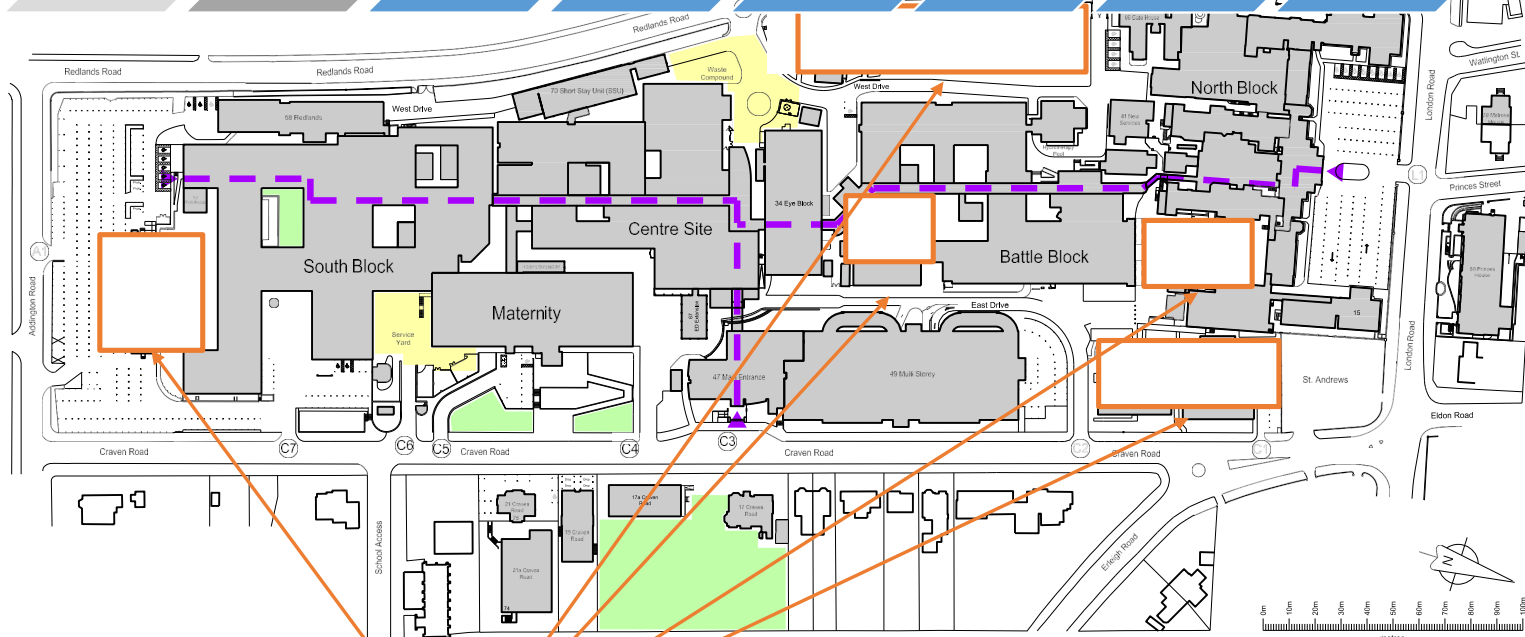


# Phase 1 Site Clearing

End August 23 - After demolition of west drive buildings July/Aug 2023



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### Site Cleared

Dependency on relocation of Audiology, Physio Outpatients, QA Lab & Mattress Library



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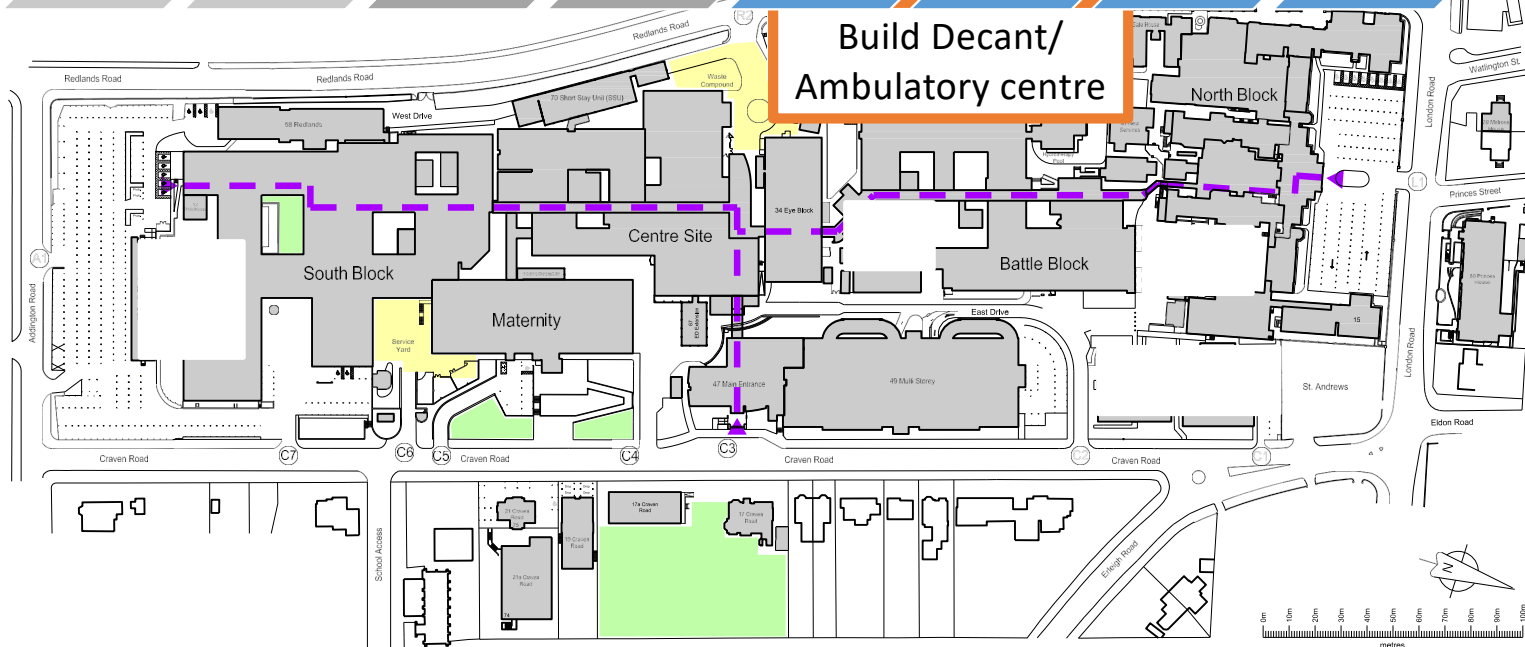


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# Phase 2 Build Decant on West Drive End Nov 2024



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**Note:**

- AA Projects estimated construction time to be 90 weeks
- Darwin Group MMC specialists estimated construction to be 58 weeks
  - Have assumed MMC construction and a start date, after demolition, of Sept 2023



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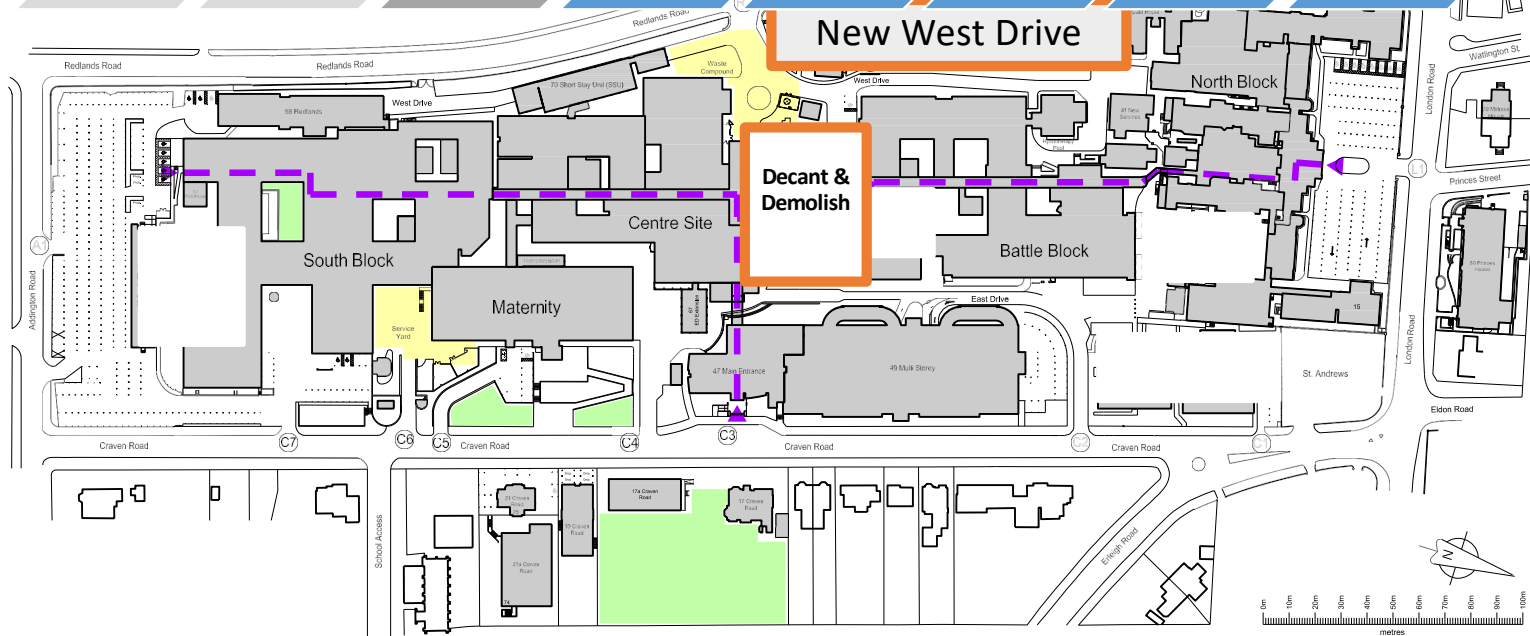


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# Phase 3 Decant & Demolish End March 2025



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- Service Areas
- Green Space
- Main Streets
- ▲ Principal Entrances
- ▲ ED Ambulance route

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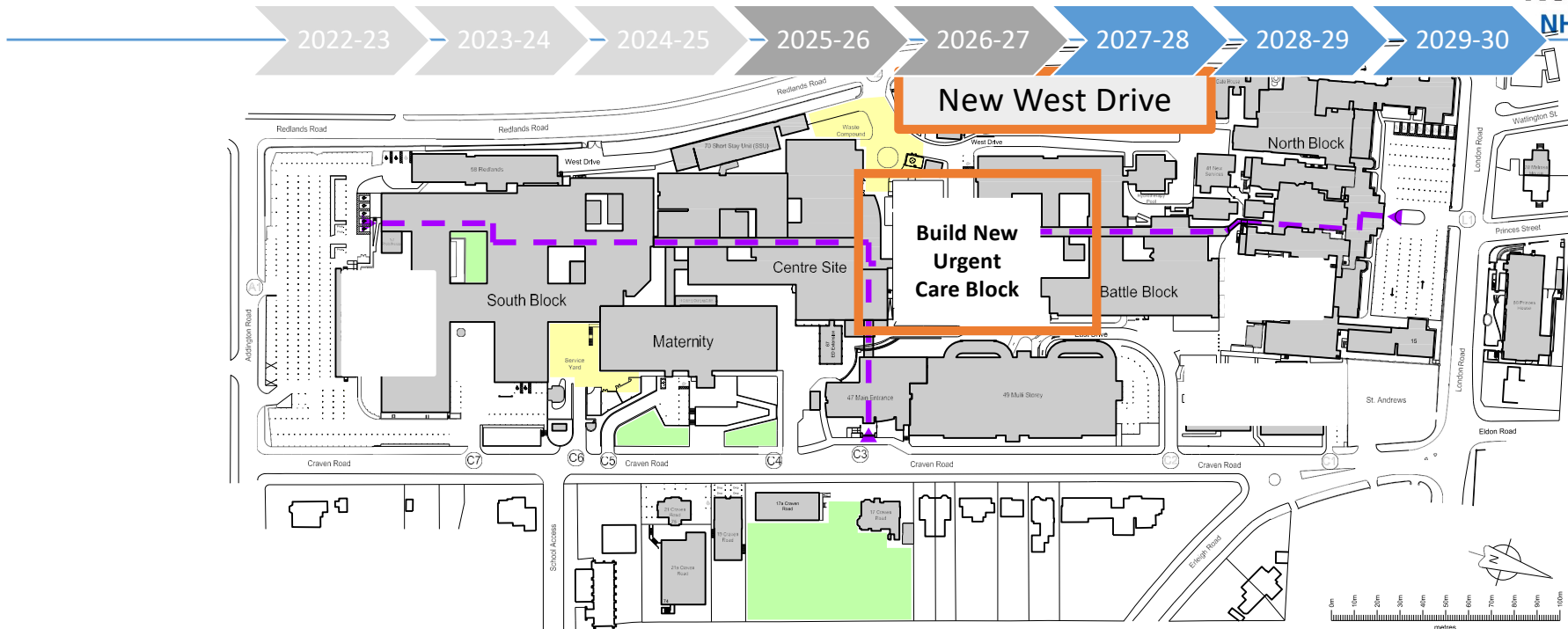


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# Phase 4 Build Urgent Care Block End March 2027



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**Note:**

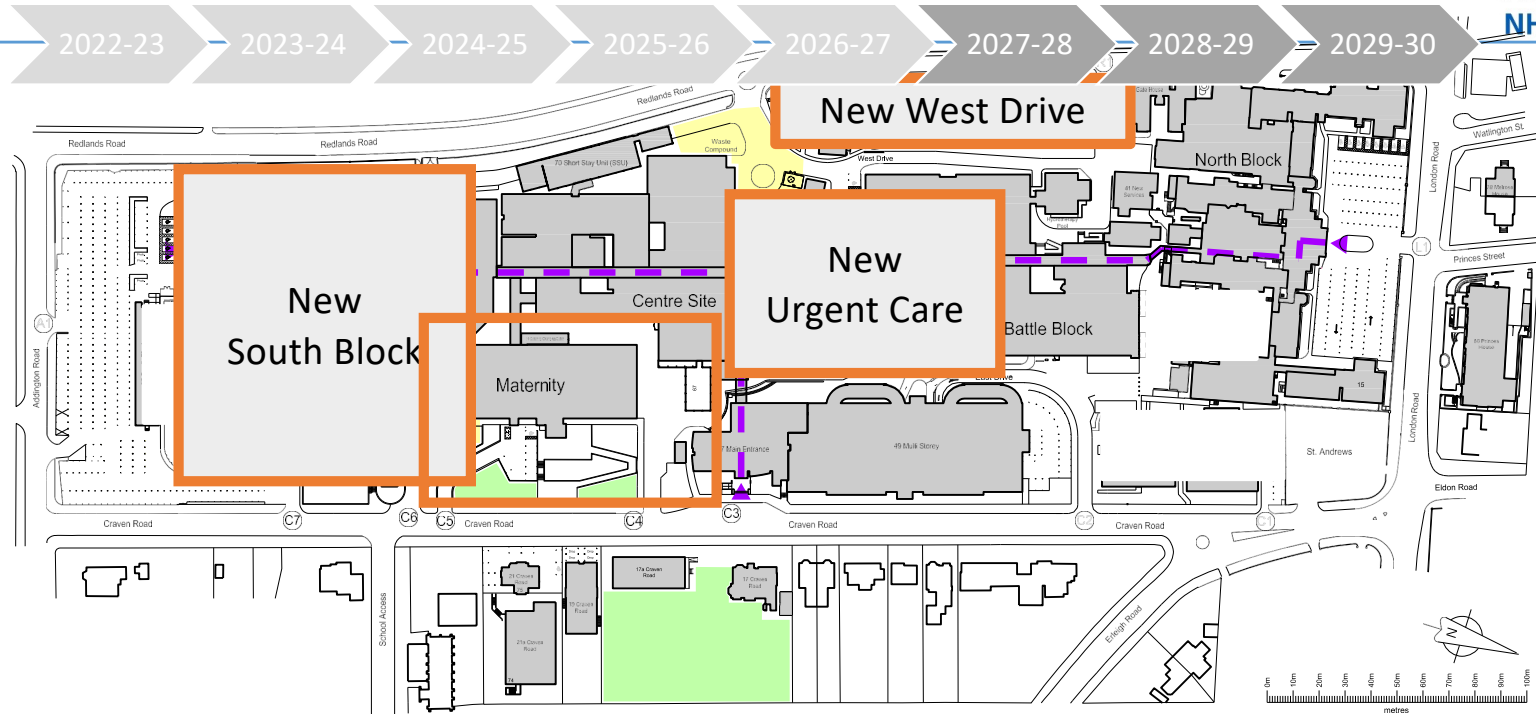
- AA Projects estimated construction time to be 159 weeks
- Darwin Group MMC specialists estimated construction to be 90 weeks
  - Have assumed MMC construction and a start date after demolition of Mar 2025



# Phase 6 - Redevelop Maternity 2027-2030



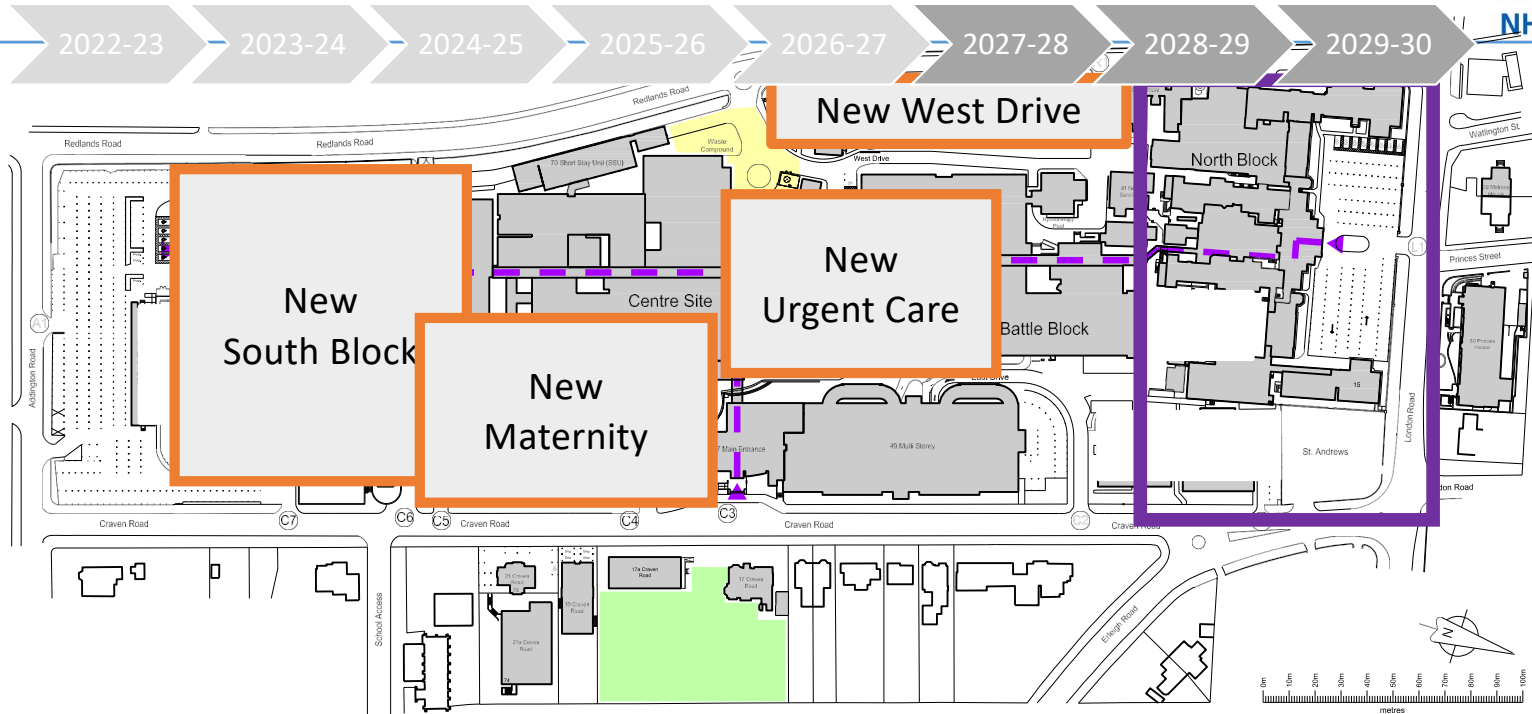
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# Phase 7 – North Block Solution? 2027-2030



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# Summary

- **Challenges**

- Options development
- Uncertainty on funding
- Managing current risk
- Net Zero Carbon

- **Opportunities**

- Health improvement – experience, quality efficiency, productivity
- Economic development – workforce, growth
- Innovation and Partnership






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Questions ?



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