

Proposed Phased Redevelopment of St Mary's Hospital

Report from Imperial College Healthcare NHS Trust to Westminster City Council Adults, Health and Public Protection Policy & Scrutiny Committee

1. Summary

This report to the Adults, Health and Public Protection Policy & Scrutiny Committee from Imperial College Healthcare NHS Trust ('the Trust') responds to the request for a report on the redevelopment plans for St Mary's Hospital.

The Trust is continuing with its plans to redevelop and refurbish the St Mary's Hospital site, to ensure we continue to provide safe and efficient care as well as an excellent patient experience into the future. The envisioned modern hospital site will provide the highest quality of healthcare, education and research.

It is planned that this will be achieved through a combination of redeveloping parts of the existing estate at St Mary's, using land more efficiently, and building a number of brand new facilities. The redevelopment would take place in a phased approach.

The first phase redevelopment would see a brand new building on the eastern side of the St Mary's Hospital estate – at the current location of Salton House, the Dumbell, and Victoria and Albert buildings. This would enable us to bring together most of our outpatient services at St Mary's, currently provided from 40 different locations. We have been consulting with the local community, patients, staff and important stakeholders ahead of a planning application submission which is detailed later in this report.

2. Imperial College Healthcare NHS Trust overview

The Trust provides acute and specialist healthcare for a population of nearly two million people in North West London, and more beyond. We have five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and Western Eye – as well as a growing number of community services.

With our academic partner, Imperial College London, we are a founding member of one of the UK's six academic health science centres (which has expanded to include Royal Brompton & Harefield NHS Foundation Trust and the Royal Marsden NHS Foundation Trust), working to ensure the rapid translation of research into better patient care and excellence in education. We are also part of Imperial College Health Partners – the academic health science network for North West London – spreading innovation and best practice in healthcare more widely across our region.

3. Clinical strategy

The publication of the Trust's clinical strategy in July 2014 was a major milestone, kick-starting a long-term programme of clinical transformation to ensure we are able to meet

future health needs and enabling our current services and models of care to respond to more immediate pressures.

The clinical strategy is designed to improve clinical outcomes and patient experience, to help people stay as healthy as possible and to increase access to the most effective specialist care. It also responds to changing needs, with more of us living with multiple, long-term conditions like diabetes, heart disease, asthma and dementia.

The clinical strategy focuses on:

- Creating more local and integrated services, to improve access and help keep people healthy and out of hospital
- Concentrating specialist services where necessary, to improve quality and safety
- Ensuring better organised care, to improve patient experience and clinical outcomes
- Developing more personalised medicine, capitalising on advances in genetics and molecular medicine.

The Trust's clinical strategy sees our three main hospital sites building on their own distinctive, but interdependent, focus:

- **Charing Cross Hospital:** evolving to become a new type of local hospital, with planned, integrated and rehabilitation care
- **Hammersmith Hospital and Queen Charlotte's & Chelsea Hospital:** extending their role as specialist hospitals
- **St Mary's Hospital with a co-located Western Eye Hospital:** being the major acute hospital for the area.

4. St Mary's Hospital

St Mary's Hospital in Paddington, is the major acute hospital for North West London as well as a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its 24/7 A&E department.

St Mary's Hospital was founded in 1845 - with the foundation stone being laid by HRH Prince Albert - as a voluntary hospital for the benefit of the sick poor of North and North West London, and has been based at the same site in Paddington for over 150 years. The hospital originally opened with 50 beds in what is now the Cambridge Wing.

The hospital has a proud history of excellent care and innovation. Today, we provide a wide range of healthcare services for more than 500,000 adults and children each year.

The hospital has grown and evolved since it opened in 1845, in order to meet vastly changing needs. Milestones include the discovery of penicillin in 1928, the creation of the NHS in 1948, pioneering robotic surgery in 2001 and, in more recent times, the development of our major trauma centre.

5. Proposal for phase one redevelopment of St Mary's Hospital

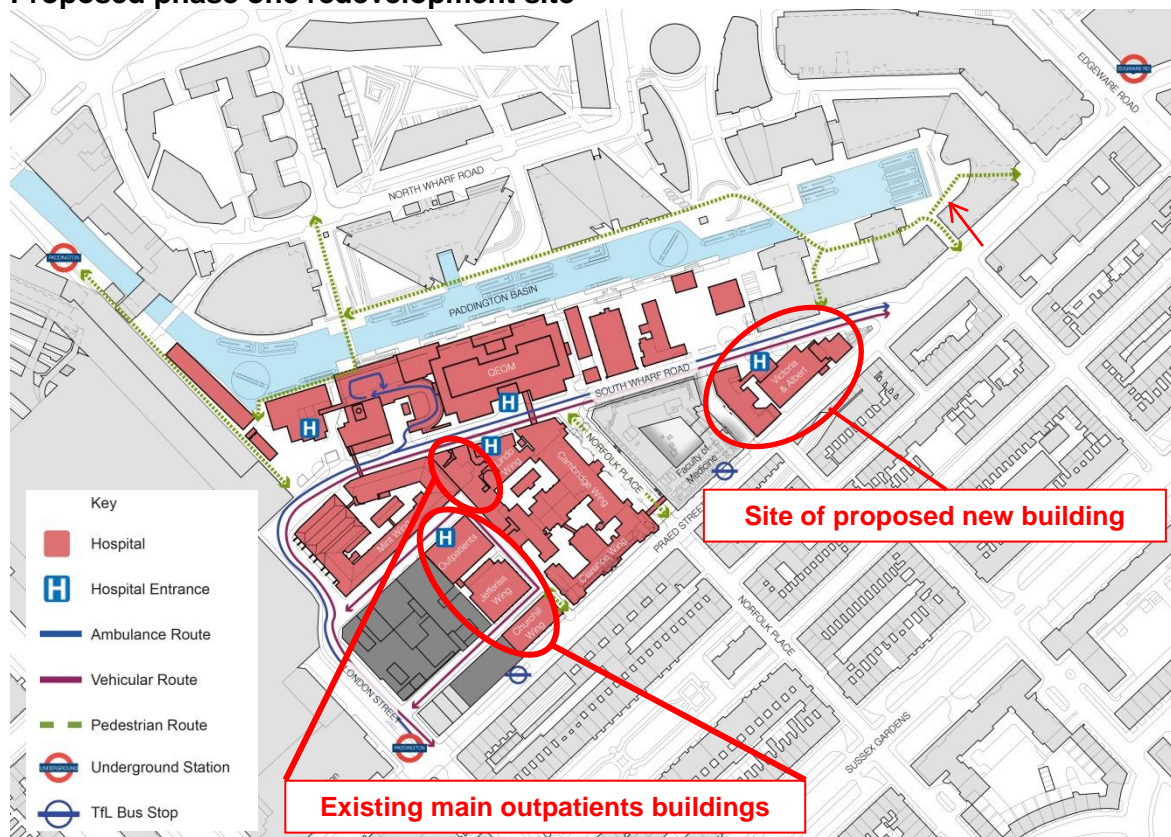
The Trust has an opportunity to bring forward a first phase of the redevelopment of St Mary's Hospital. This initiative forms part of our wider estates strategy to develop facilities that support major improvements in the quality and sustainability of our services across all of our three main sites.

We are proposing a brand new, eight-storey building on the eastern part of the estate on the current location of Salton House, the Dumbell and the Victoria and Albert buildings.

The new healthcare building would enable us to bring together the majority of our current St Mary's adults and children's outpatients clinics – currently provided from 40 different locations – with supporting diagnostics in a modern, flexible and welcoming facility. This will include all outpatients services currently provided in the Jefferiss Wing, Winston Churchill building, the main Outpatients department and part of the Mary Stanford building.

This part of the St Mary's site was chosen because it was the right size to accommodate most existing outpatients' facilities from across the hospital, and this proposed first phase of redevelopment would cause limited disruption to existing services for patients. The intention over the long-term is a full redevelopment of the St. Mary's Hospital estate. This is outlined in further detail in section 10 of this document.

Proposed phase one redevelopment site



Reasons for a new Outpatients building

The proposal is driven by three main needs:

- To support better care – healthcare and other advances are allowing us to live longer, often with a number of long-term health conditions. It is really important to provide integrated care, tailoring and combining different specialist services to meet each individual's needs. We also want to do more to help our patients to recover quickly and to stay well.
- To improve patient experience – we want to provide our services in ways that will make it as easy and as stress free as possible for our patients, their carers and families, as well as ensuring our staff are able to work safely and effectively too.

- To replace ageing buildings – a third of the buildings on the St Mary’s site are over a hundred years old and are expensive to maintain and to run. Our new building will be more efficient, using the best practice in design and technology, to enhance patient and staff experience.

Our proposed new building responds to these needs, and will deliver five key benefits for patients:

- Everything in one place
 - Most outpatient services in one building along with related diagnostic services including blood tests
- Faster, more holistic care
 - Co-ordinated, same day appointments for patients with multiple health needs
 - Diagnostic tests, results and consultation all in one day, where possible
- Improved access
 - Evening and weekend clinics
 - Follow-up consultations via telephone or Skype, where appropriate
 - Technology to enable more efficient and flexible appointment scheduling
- Better visitor experience
 - Real-time service information throughout the building
 - Text message alerts with clinic and patient updates
 - Fast check-in, café, children’s play area and easy-to-follow signage
- Health improvement
 - Space for community health and wellbeing sessions, research and training.

Proposed design of the new Outpatients building

The proposed new building for outpatients services measures approximately 17,000m² (Gross Internal Area) in order to bring together most of St Mary’s outpatient services.

The new building will be formed around a central atrium space from floors 1 – 7, creating an undercroft courtyard area in the centre of the ground floor. This will provide an open plan entrance area to the outpatients building and a covered and secure pedestrian route between South Wharf Road and Praed Street. The whole building will be designed to ensure it is accessible to all patients, staff and visitors. An Accessibility Report will be submitted as part of the planning application to detail all relevant considerations.

The basement of the proposed building will accommodate cycle parking, changing facilities and a plant room, whilst the ground floor level will provide a dispensing pharmacy for patients of the hospital, along with a café, reception, group room and Phlebotomy facility.

The remaining seven floors will provide space for the following services:

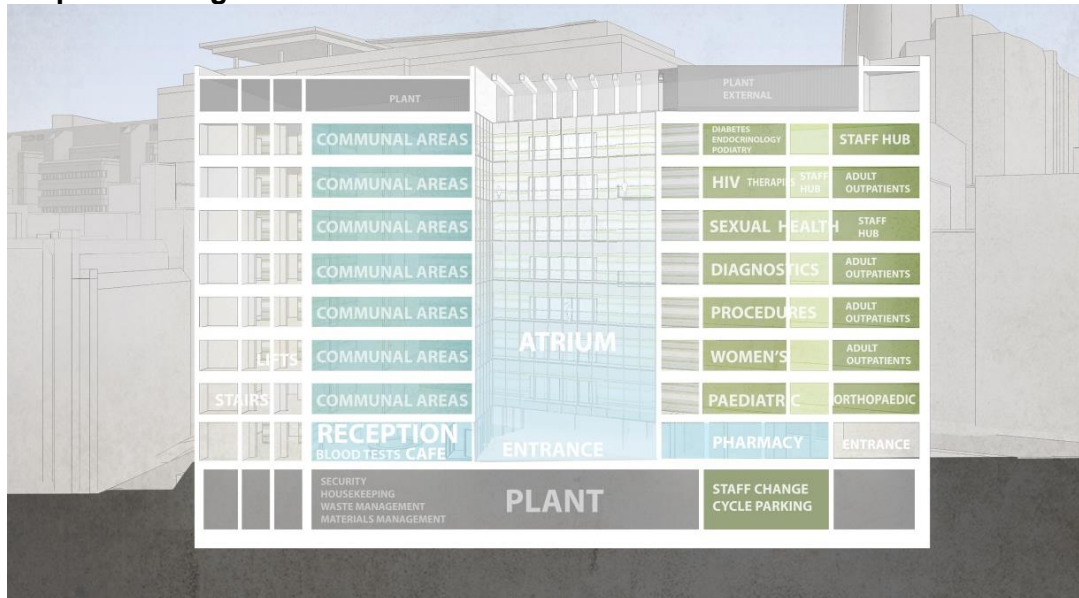
- Adult Outpatients / Adult Therapies
- HIV / Staff Hub
- Sexual Health Clinic
- Procedures
- Diagnostics
- Women’s Outpatients
- Paediatric Outpatients
- Orthopaedic Clinic

There will be a further level of plant at roof level.

We will be able to maintain the current level of outpatient attendances at St Mary's Hospital. However, we expect our new model of care for outpatient services to be more efficient and better quality, allowing additional capacity to be built in over time.

The flexible design of the building will allow for additional capacity to be used in a number of ways. This approach will also allow us time to understand the impact of the move towards more community-based health services. We will review activity data and assumptions for future years as part of the planning for further phases of the St Mary's redevelopment.

Proposed design: Cross section



Proposed design: Artist's impression – From Praed Street looking



west

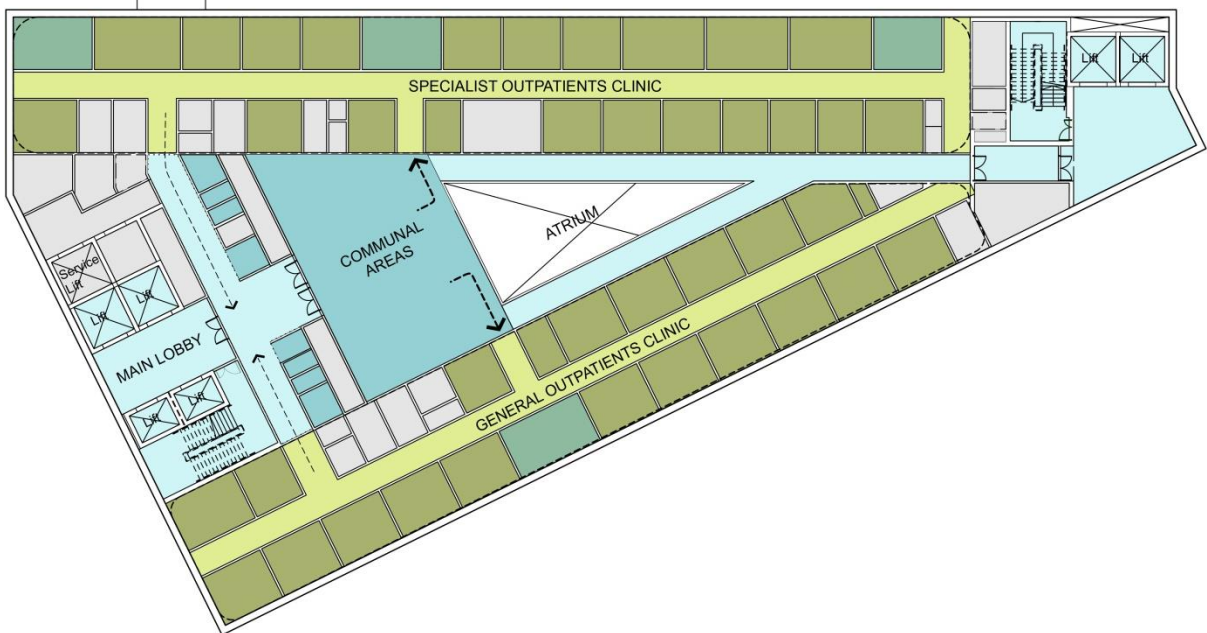
Proposed design: Artist's impression – On Praed Street looking towards Paddington Station



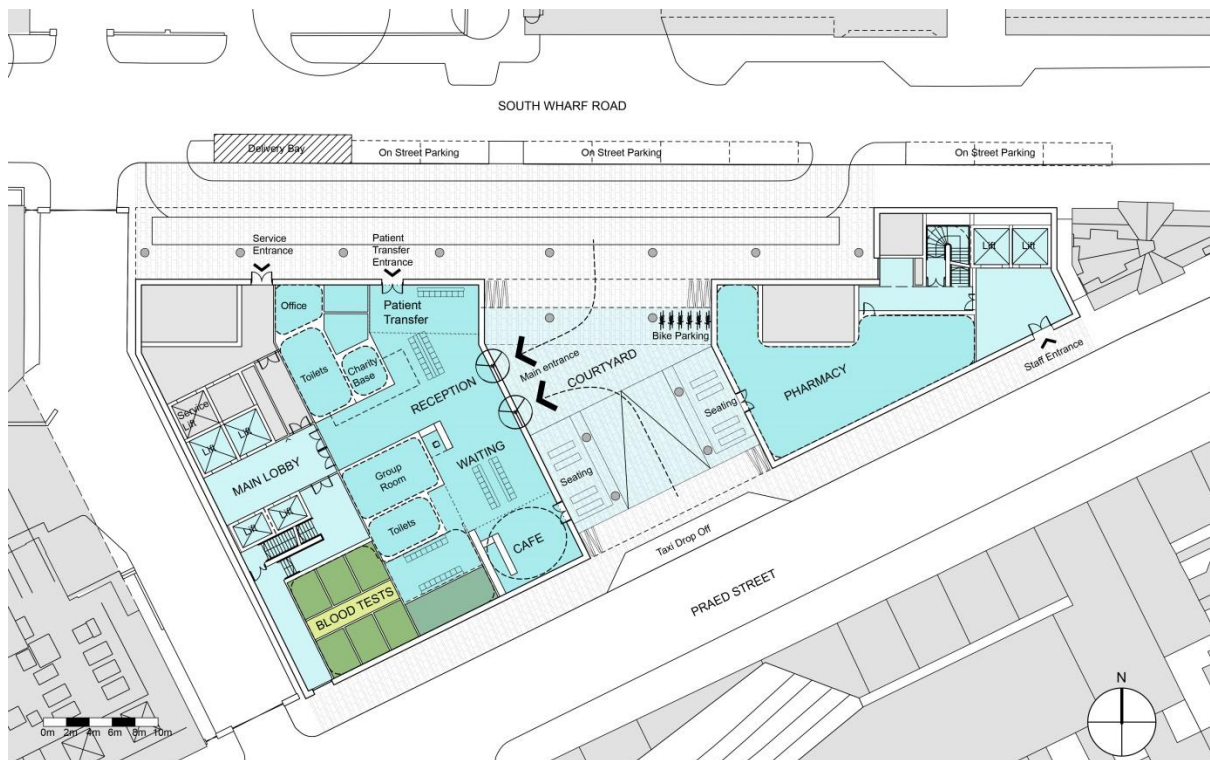
Proposed design: New entrance on Praed Street



Proposed layout: Typical upper floor



Proposed layout: Ground floor



Overview of the design for the proposed new building:

- Eight storeys
- Open and inviting walk-in entrances from Praed Street and South Wharf Road
- Public courtyard linking both streets
- Atrium at the centre of the building, drawing in light to create a welcoming environment
- Pick up / drop off spaces on South Wharf Road, including hospital transport for patients
- Conveniently positioned reception next to café and blood tests
- Ground floor pharmacy
- Flexible design, allowing space for specific clinics to be expanded or contracted in response to need and enabling multiple uses where possible, including for research, teaching and health and wellbeing sessions.

Pedestrian Access

Public pedestrian access to the new Outpatients Building will be provided from both South Wharf Road and Praed Street via the Courtyard proposed through the centre of the ground floor. Two access points will be located within the courtyard with the main entrance located on the western side, providing access to the reception area, publically accessible lifts and stairwell. The second entrance will be located along the eastern side of the courtyard, providing access to the pharmacy.

A staff entrance will be located on Praed Street, at the eastern end of the building, providing access to lifts to all floors as well as the cycle parking and changing facilities at basement level. A fourth pedestrian entrance will be located on the northern side of the building, fronting South Wharf Road which will provide access to the patient transport services lounge.

The courtyard area will be open to members of the general public between the opening hours of the building. Gates will be used to restrict access outside of opening times.

Vehicular Access and Parking

The main vehicular access will be via South Wharf Road which bounds the site to the north. A segregated drop off route will be provided off South Wharf Road to provide a dedicated facility for the building without interrupting the flow of traffic on South Wharf Road. Parking bays will be located in the drop off area accessible to Patient Transport Services (non-emergency ambulances) and members of the general public picking up and dropping off. The parking area has been designed to accommodate a minimum of six ambulances. Step free access will then be available from the drop-off bay to the building entrance.

At present, seven parking bays are located along the site frontage on South Wharf Road. With the agreement of Westminster Council, it is proposed that these bays will be reconfigured to suit the entrance and exit points to the patient pick-up/drop-off facility. In addition, it is proposed that at least two spaces will be re-designated for disabled users and a dedicated loading bay for the development will also be accommodated. A step free route will be provided from the parking bays on South Wharf Road to the building entrance.

Further parking in the vicinity of the site is proposed to be reviewed to ensure that adequate facilities are provided for all users of the site.

A dedicated taxi drop off bay is proposed on Praed Street, suitably sized to accommodate up to two taxis at any one time. The bay is proposed to be for pick-up/drop-off only and is not proposed to be used for waiting.

Visitor and patient cycle parking will be provided in an accessible location in the courtyard of the building on the ground floor. Staff cycle parking is proposed in the basement of the building adjacent to the staff change that will feature showers and lockers. The staff cycle parking will be accessible via the lifts located on the east of the building. It is proposed to include for more parking than is required by the relevant planning policy.

6. Travel Plan for phase one redevelopment of St Mary's Hospital

A Travel Plan has been developed for submission with the planning application which aims to engender a culture of sustainable travel from the outset of the building's life. The Travel Plan outlines proposals for staff, visitor and patient travel noting that some patients and visitors may have limited travel choice due to mobility issues.

It should be noted that the phase one redevelopment brings together most outpatient services in one building on the St Mary's Hospital site, rather than proposing a relocation of outpatient services off-site with a consequent impact on patient and visitor travel.

The Travel Plan has been developed in conjunction with the Trust's Travel Working Group (with a membership including representatives of local authorities, Healthwatch, London Ambulance Service and NHS commissioners) and aims to:

- Reduce carbon emissions from travel associated with the development and minimise the environmental impacts of all aspects of the development's travel activity
- Raise awareness of sustainable travel options and ensure benefits of sustainable modes of transport are apparent to staff and visitors
- Reduce the overall level of impact of the development on the surrounding area, with respect to transport movements to and from the site
- Promote and encourage the use of modes of transport that improve physical fitness
- Set an example of good practice for the area.

To inform the Travel Plan, comprehensive travel behaviour surveys were undertaken in 2015 across the Trust's main sites. At St Mary's Hospital it was identified that only 5 per cent of existing staff travel to the site by private car with the majority (78 per cent) travelling by public transport. A further 10 per cent of staff currently cycle to work on a regular basis. The majority of staff therefore already travel by a range of sustainable modes but opportunity exists through this phase one development to communicate the benefits of sustainable travel and raise awareness of the measures available which include:

- A Hopper Bus to facilitate essential travel between the main Trust sites
- Access to the Government's 'Cycle to Work' scheme for commuting and pool bikes for travel between sites
- Season ticket loans for public transport users.

Further measures proposed to be introduced include:

- Sustainable travel information on the Trust's internal intranet and external website
- Providing enhanced cycle parking facilities for both staff and visitors with showers, changing rooms, lockers and drying area for staff
- Promoting a healthy lifestyle for staff through walking and cycling events and clubs
- Encouraging the use of technology to reduce the need to travel for both staff meetings and patient appointments such as through Skype.

In terms of visitors, the travel surveys identified that 14 per cent of visitors to the hospital travel by private car and a further 13 per cent by either taxi or patient transport services. The majority (60 per cent) travel by public transport. Patients and visitors will be encouraged to travel to the site by sustainable modes through travel information provided on the Trust's website and within the new Outpatients building.

7. Proposed new road access

We are also proposing a permanent new access road incorporating an extended Winsland Street, to improve access to St Mary's Hospital, especially for emergency and other patient transport. This will be subject to a separate planning application, likely to be submitted early in the New Year.

This permanent new road on Winsland Street would allow the full closure of London Street to support major improvements to the public realm. We continue to review the Paddington Quarter proposals with this in mind, and to ensure more generally that any neighbouring development meets our priority of maintaining a fully operational, safe, major acute hospital.

8. Delivery of phase one redevelopment

The Trust is working to ensure the proposals for the phase one redevelopment are affordable and represent good value for money. Our team of advisers includes architects and health care planners. It is essential that we have this specialist input to deliver value and the best plan for our patients and community. A robust governance system is in place for our redevelopment programme to oversee and ensure the best possible decision-making.

We are working with our partner charity, Imperial College Healthcare Charity, potentially to fund the phase one redevelopment from the sale of buildings the charity owns on the St Mary's site that will no longer be required once we have the new outpatients building. We

have also had some support for the preparatory work from our charity and from our healthcare commissioners, as well as setting aside some money ourselves in our capital budget.

Our wider estates redevelopment proposals have always been premised on the need for us to fund them from the value of our surplus land as far as possible. This approach is consistent with the findings of Lord Carter's June 2015 review into Operational Productivity and Performance in English NHS Acute Hospitals. Proposals for the whole site redevelopment of St Mary's Hospital are being incorporated in a strategic outline business case for capital investment for the NHS across North West London that is being led by our commissioners.

As stated above, the phase one redevelopment requires the removal of the existing Salton House, the Dumbell and the Victoria and Albert buildings. Salton House accommodates mainly non-clinical corporate and administrative support functions, and there is also the fracture and orthopaedic clinic on the first floor which will need to be re-provided on the St Mary's Hospital site. The Dumbell building also houses mainly non-clinical, administrative support. Surgical rehabilitation services are provided in the Victoria and Albert building and the Trust will follow the requirements for engagement on any proposed relocation of this clinical service.

Our estimated project timings are:

- Initial engagement and consultation with community, patients and staff, July to December 2016
- Planning application, December 2016
- Planning decision, spring 2017
- Building begins after site clearance, late 2018
- Building complete, late 2020

9. Engagement on phase one redevelopment

In line with the Trust's commitment to involve staff, patients, carers, GPs, local residents, community groups and other stakeholders in the phase one redevelopment, we began a wider programme of engagement with all our audiences in July.

A key element of our engagement programme was the public exhibition held on 8-10 September at St John's Church in Paddington.

Invitation letters for the public exhibition were posted out to around 8,000 local residents covering a distribution area agreed with Westminster City Council. We sent additional letters to some 400 close neighbours to St Mary's Hospital, several of whom we are in direct contact with, meeting them in advance of the exhibition and with further meetings planned.

As well as promoting our engagement activities through our regular electronic newsletters with stakeholders, GPs and 'members', all these groups received further exhibition invitation letters via email – totalling nearly 4,000 messages. Key stakeholders were also contacted via email. Many took up earlier offers of direct briefings and a tour of the St Mary's site.

Our Trust social media channels – Twitter, Facebook and LinkedIn – carried several promotional messages before, during, and after the exhibition. News stories were published about the exhibition and our proposals on our Trust website and in local media.

To coincide with the first day of the exhibition, we launched a new dedicated website section: www.imperial.nhs.uk/stmarysphase1 to provide information on the proposals and an online survey for feedback.

Exhibition visitors were able to view the display of the proposals on a set of ten boards and meet our redevelopment project team as well as Trust clinicians and managers. A 'prezi' animation of the improvements for patients was also shown continuously on a TV monitor.

Over the three days, nearly 240 visitors attended the exhibition, over 100 of who completed and returned a questionnaire feedback form.

We are in the process of reviewing and analysing all the feedback received in order to provide input to the development of our planning application, which is expected to be submitted to Westminster City Council in December, and assess any further actions for the consultation process.

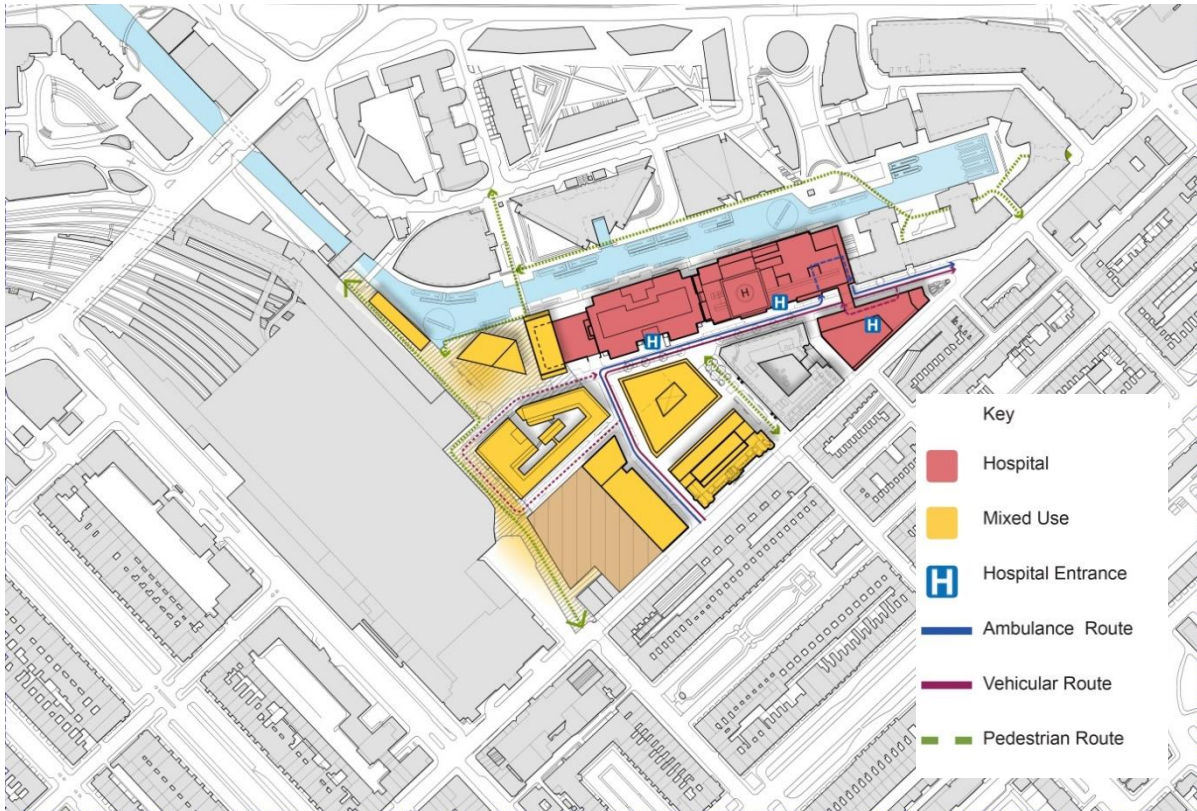
The main themes that can be identified at this stage are:

- Positive support for improvements for patients and aims of the phase one redevelopment: better care, improved patient experience and replacement of ageing buildings
- General support for the design of the new building and the outpatients services it accommodates
- General support for the Trust's proposal for a new road incorporating an extended Winsland Street.

The communication channels for feedback on our proposals will remain open and specific meetings with key residents and community groups are in the process of being organised. We are also working up plans for involving more staff, patients, local people, GPs and other stakeholders in the detailed design and new ways of working for the outpatient building and service. Anyone with an interest or questions is welcome to contact the Trust through the website address above, on trust.communications@imperial.nhs.uk or 0203 312 7674.

10. Indicative whole-site redevelopment for St Mary's Hospital

St Mary's Hospital: Indicative whole-site 'masterplan



The proposed new Outpatient building is planned as the first phase of a full redevelopment of the St Mary's Hospital site. At this stage, our 'masterplan' for the St Mary's site is only indicative of the wider redevelopment that we would propose. It would be subject to separate consultations and planning applications.

Linked to, and supporting, the wider regeneration of the Paddington area we want to develop other new and refurbished buildings as part of St Mary's Hospital and for the land that is surplus to our requirements to be used for a mixture of purposes.

As part of the full redevelopment of the site that we would like to follow phase one, we will look to redevelop other parts of the estate, making best use of the space available – this includes the site adjacent to the Queen Elizabeth Queen Mother building on South Wharf Road – the 'Acrow' site.

Our intention is to at least maintain the current capacity of the hospital by developing modern new facilities on the current areas of the site which will not be surplus to requirement. This will require the new hospital buildings to be efficiently sized and the mixed-use developments on the surplus land are likely to need to include some significantly sized constructions if we are to realise sufficient value to fund the new hospital facilities.

The capacity of our new and refurbished healthcare facilities will include provision for the Western Eye Hospital which - as stated above in section 3 on the Trust's clinical strategy - is due to be relocated to the St Mary's site in a future phase of development.

We are proposing that the phase one new Outpatients building will be connected to the later phase hospital development by a bridge across South Wharf Road (this will form part of the phase one planning application).

St Mary's Hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its A&E department. Our future proposals

would include a helicopter pad as part of the later phase development to bring access to our major trauma centre into line with other units in London. While its operations would be during day-light hours and tightly regulated and monitored, the new helipad would help to ensure that trauma patients get the fastest access to the often life-saving treatment they require.