

New Hospital Programme and Imperial College Healthcare NHS Trust, Hammersmith and Fulham Health and Wellbeing Board, 28 June 2023

The government's recent announcement on the New Hospital Programme included the news that the main funding for our schemes has been pushed back beyond the original commitment of 2030 as other schemes have been added to the programme and prioritised. We had two schemes in the original list of 40 hospitals to be built by 2030: a complete rebuild of St Mary's Hospital in Paddington; and extensive refurbishment and some new build at both Charing Cross Hospital and Hammersmith Hospital. It is clearly very disappointing that we will not now be funded to complete these schemes before 2030 but the full picture is more complex and we are continuing to work to achieve the majority of our redevelopment as near to the original timescale as possible.

Why we need new hospitals

Our hospitals play a key role in the north west London health system, and provide a number of important specialist services more widely, to the rest of the capital and the whole of England. We care for 1.6 million patients every year. We host the largest biomedical research centre in the country, with research embedded in all our hospitals. However, our aging estate is in need of constant repair – we have the largest backlog maintenance liability in the NHS and use nearly half of our capital budget every year just to stay operational.

St Mary's Hospital in Paddington is a major acute and specialist hospital, with an adults' and children's A&E and a maternity unit. It is one of four major trauma centres in London. St Mary's was established in 1845 and much of the estate pre-dates the NHS. It requires constant repairs. Our backlog maintenance liability is currently £239million. External, expert advice has made clear that if we don't rebuild in the next 4-7 years, it will become impossible to patch up our oldest facilities. Staff regularly have to find ingenious work-around to overcome collapsed ceilings, flooding and sewage leaks and the lifts are well past their planned lifespans. Our staff estimate they waste 10 to 15 per cent of their time due to estates problems.

Charing Cross Hospital in Hammersmith is a major acute and specialist hospital, with an adults' A&E. Its specialisms include head and neck, respiratory and acute medicine, reconstructive plastic surgery, and complex cancer surgery and diagnostics. It also has one of London's hyper acute stroke units. Built in the 1970s, facilities are now in need of constant repair. The cost of completing all backlog maintenance would be over £344million.

Hammersmith Hospital in Acton is a leading centre for planned and urgent specialist complex care. It has particular expertise in renal care, haematology and hosts one of London's eight heart attack centres. The co-located **Queen Charlotte's & Chelsea Hospital** is a specialist women's and maternity centre. The hospitals' facilities have been built over time across a sprawling estate, from the early 1900s onwards, and are in constant need of repair. The cost of completing all backlog maintenance would be over £105 million.

The **Western Eye Hospital** in Marylebone is a specialist eye centre. It has a specialist A&E for eye injuries and problems. In November 2021, we had to temporarily relocate many services from the Western Eye to Charing Cross Hospital due to fire risks from the adjacent former Samaritan Hospital building. Following remedial works, the Trust secured funding for in a £9m building project to install new operating theatres and make wider improvements to patient facilities. The hospital is due to fully reopen in July.

Current status of our redevelopment schemes

We understand that all of the schemes in the New Hospital Programme - including ours - are being awarded some funding to progress to final business case approval and to support enabling work. In August 2022, we put in a bid for enabling works (developments that will be needed whatever schemes are ultimately approved, such as upgrading our energy supply) and we are awaiting a response in terms of a decision and a funding allocation. Separately, the New Hospital Programme has recently given us our 'funding envelopes' for the main building works to help inform the development of our business cases.

We submitted a first stage business case for **St Mary's** in August 2020 and, following discussions with the New Hospital Programme, we updated and re-submitted the case in September 2021 based on full, upfront funding being provided by the New Hospital Programme budget. We will now accelerate our exploration of alternative funding, design and phasing approaches that make the most of the huge potential of the land that will be surplus to requirements once we have a new hospital on a less sprawling footprint. We will also look to draw on the growing opportunities arising from the life sciences cluster we are developing with our academic, industry and community partners. We will need government support to agree an alternative funding approach as quickly as possible.

We are continuing to work on a first-stage joint business case for **Charing Cross and Hammersmith** making the case for significant refurbishment and some new build to bring these two ageing hospitals up to 21st century health care standards. We hope to be able to submit the business case, as planned, this autumn. As major refurbishment and expansion schemes, we always anticipated them taking a phased approach as capital funding becomes available. Our focus now will be to move to an approved full business case as quickly as possible so that we are ready to make a start on the main building works before 2030 as and when we can secure capital funding. We would like a commitment that any slippage in capital spending in the New Hospital Programme will be made available to other suitable schemes that are ready to commence building works.

The Samaritan and the **Western Eye** buildings are expected eventually to be sold together to support the Trust's overall redevelopment programme. This will take several years as it requires us first to be able to permanently relocate the Western Eye services in purpose-designed facilities on another of our sites, as part of the Government's New Hospital Programme.

Next steps

We are continuing to make it clear that if we waited until 2030 to start building works at **St Mary's**, it would become impossible to continue to patch up our oldest facilities, many of which house key clinical services. This would be hugely damaging for the health and healthcare of hundreds of thousands of people in north west London and beyond. We have made clear the opportunities we have to progress our redevelopment plans.

While **Charing Cross** and **Hammersmith** hospitals are at less risk of major estates failure, the extensive refurbishments will allow us to deliver more efficient, safer and higher quality services. We will keep making our case and show how all our schemes are not only essential but also affordable and excellent value for money. The next few months will be key.

For more information, please contact Iona Twaddell, iona.twaddell@nhs.net