

Hampshire Hospitals NHS Foundation Trust

Introduction

Hampshire Hospitals NHS Foundation Trust (HHFT) is an acute hospital trust which serves a population of approximately 570,000 residents of North and Mid Hampshire and parts of West Berkshire. The trust delivers a full range of hospital services across three sites (Basingstoke, Winchester and Andover) as well as some outpatient services delivered in community settings and patients' homes.

HHFT also offers a small range of very specialist services to a regional and national population including: surgical treatment for pseudomyxoma peritonei (a rare abdominal cancer), liver and colorectal cancer surgery and intraoperative radiotherapy for breast cancer. The trust also hosts the network regional haemophilia service that serves a wide population across Hampshire, Dorset, Sussex and Wiltshire.

The trust's vision is to provide outstanding care for every patient, ensuring that services are clinically and financially sustainable into the future. The concept of delivering safe, effective, high quality patient-centred care that is "local where possible, central where necessary" lies at the core of HHFT's clinical strategy.

The problem

The HHFT catchment population is predicted to increase significantly in both number and age over the next 10 years. The average population annual population growth over the next 30 years is projected as 0.7% per annum. For example, housing development in Basingstoke has a projected increase over the next seven years of 9.5%, with the proportion of older people (aged 65 and over) set to increase from 17.5% to 19.2% from 2018 to 2025.¹

These factors will have implications for health and social care and the provision of services over the longer term. Much of HHFT's estate was built in the early 1970s and is approaching 50 years constant usage and will not be viable in the medium to long term without significant investment. A recent full estates survey estimates the cost of backlog maintenance over the next 30 years to keep Basingstoke and Winchester sites operating safely at £596m. Both Winchester and Basingstoke sites are now completely landlocked with residential or other developments (in Winchester, predominately the rapidly growing University of Winchester).

The impact

- **Having a trust infrastructure which is not fit for purpose in the medium and long term, can have an adverse impact on the quality of care and potentially on safety.** The estate is not sized for the growth or suited to the optimum configuration of existing clinical services. The constraints of outdated estate that was built for traditional care and treatment models means that the reconfiguration of spaces for partnership working where patients are able to access a range of health professionals in a timely manner is proving challenging
- **Staff morale and retention is being affected** by a poor working environment

¹ Hampshire County Council's Small Area Population Forecasts, 2008 based and 2018 based

- **There is a constant backlog that continues to grow.** The backlog maintenance does not address the underlying issues with old estates and leaves little room for investment in transformation projects. For example, the health system has ambitions to connect digital records linking HHFT's health records with its primary, community, mental health and social care partners, provide appropriate communication platforms for multidisciplinary team-based care, and enable patients to self-manage through patient health records and means of communication with their health professionals. Without this, there is a significant barrier to integrated working to improve patient and population outcomes and in achieving efficiency in healthcare delivery

The solution

In the short term, the Trust is prioritising schemes to bring targeted change, utilising external funding streams as and when possible, such as:

- The relocation of the pharmacy department
- improved flow for orthopaedic outpatients by improving the adjacencies to the emergency department and radiology in Winchester
- a small redesign of the front of house, providing improvements to patient's access to specialty clinicians
- dedicated paediatric assessment spaces in both Basingstoke and Winchester (responding to issues raised by the Care Quality Commission)².

The current infrastructure does not support more integrated care between primary, community, secondary care and social care as articulated in the long term plan. To address the longer term changing health landscape, local NHS organisations in Hampshire have come together to form a strategic health infrastructure group.³ This group will identify sustainable solutions for the provision of strategic health facilities in north and mid Hampshire.

The group is in the process of developing a strategic outline case, leading to a full business case, that considers potential options to improve all aspects of health and wellbeing including health promotion and prevention. This will include innovative new ways to support patients and work across providers of services.

The trust is excited to work with local communities, partners and staff exploring the opportunities to provide a more modern environment, designed for the needs of patients and staff. The vision is to bring together primary care networks, health hubs, community and mental health, social care and local provision of care to ensure patient experience is fully integrated. It will look to maximise research and development capabilities, work with innovators to develop and adopt the latest technology, provide education and training for the evolving health workforce, support academic activities in health and wellbeing, and develop assets in the community to support health and wellbeing. This has proven very timely with HHFT being selected as one of the trusts that will receive central funding as part of phase two of the Department of Health and Social Care's health infrastructure plan from 2025.

² Care Quality Commission Report (September 2018)

³ Basingstoke & Deane Borough Council; Hampshire County Council; Hampshire & Isle of Wight Sustainability and Transformation Partnership; the North Hampshire and West Hampshire Clinical Commissioning Groups and NHS England