

## Nottingham University Hospitals NHS Trust

### Introduction

Nottingham University Hospitals NHS Trust (NUH) is one of the biggest and busiest acute teaching trusts in the country, providing services to over 2.5m residents of Nottingham and its surrounding communities as well as specialist services for a further 4-5m people from across the east midlands from its three main sites: Queen's Medical Centre (QMC), Nottingham City Hospital and Ropewalk House.

The trust is the biggest centre for specialised services in the east midlands, a leading university teaching hospital, and regional trauma centre, cancer centre and heart centre and the most research-active trust outside of London, Oxford and Cambridge.

It aims to provide excellent secondary and tertiary healthcare to meet the needs of the population it serves as determined by local and regional clinical service strategies and the NHS long term plan in new and fit for purpose facilities.

### The plans

NUH is one of the 21 hospitals included in the announcement in September of £100m seed funding for new capital projects by the secretary of state for health and social care.

Access to this funding will help to accelerate the plans NUH currently has for optimising the use of its QMC hospital through a combination of new build and refurbishment costing over £800m.

These plans for the QMC include:

- New co-located urgent and emergency care centre – which includes a right-sized emergency department, assessment beds, theatres, critical care units and all the necessary supporting facilities to provide excellent patient care and support the trust's position as the regional major trauma centre.
- New Women and Children's Hospital – to bring together the majority of NUH services for women and children under one roof in fit for purpose facilities designed around the needs of patients and reduce current duplication and the service pressures that result from those.

Significant additional investment over the longer-term is needed to refurbish and renew facilities at both Nottingham City Hospital and other areas of the QMC are in development with the Nottingham and Nottinghamshire system partners in support of this.

**However, overall, a capital investment programme totalling £1billion is needed to ensure that patients can receive excellent care in state-of-the-art facilities that are fit for the future.**

## The problem

Nottingham requires modern, purpose-built hospitals to provide local people and those beyond with the excellence in health care they require. Without investment in such facilities the trust will continue to spend precious NHS public monies repairing and fixing dilapidated and dysfunctional buildings that were never intended to provide the services they currently house when they were built, many between 40 and over 100 years ago.

NUH currently has the highest critical infrastructure risk in the entire NHS outside London (£104million)<sup>1</sup> and buildings that are very urgently in need of upgrading. This figure represents just a fraction of the money needed to eliminate safety and resilience risks from the trust's estate. In fact, the total costs (when professional fees, decant and VAT costs are added) are in excess of £315m.

There have been 11 major failures and incidents in the last three years, including power failures, water leaks and boiler failures, significantly impacting on the delivery of clinical services to patients. Such failures will become more frequent and more disruptive without further investment. Furthermore, urgent fire safety works are needed, including £24m to replace 40+ year old coal and gas boilers with a modern energy centre. NUH is one of just two remaining trusts in the country to use coal. A further £55m is required to replace aged wards via our City Hospital ward renewal project.

## The impact

- **Patients are not receiving the best care.** Some patients, including our sickest babies, continue to travel out of region for their care. Services are split across sites, and the smooth operation of services and delivery of timely care is being impacted.
- **There is a significant risk of engineering and infrastructure failures** which impacts very considerably on the operational running of services, and are increasingly leading to a poor patient and staff experience.
- **Staff morale, as well as recruitment and retention, is being impacted by substandard facilities.** Despite the trust's ambition to be the main education and training centre for the health and social care system in Nottinghamshire, there are substandard teaching facilities and training rooms which is equally unacceptable for a major university teaching hospital, such as NUH. The main training room used for induction and mandatory training is in need of significant repair and presents a health and safety hazard. The trust has identified a location for a facility for a suite of training rooms, however, this is three years away on the capital priority listing. In addition, the trust has several teams working in accommodation that is completely unsuitable (e.g with ceilings leaking and requiring urgent repair or, in some cases,

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<sup>1</sup> ERIC data 2017/18

beyond repair). The capital cost of refurbishing suitable locations to relocate never reaches the top of the priority list, given the overall backlog maintenance and limited funding available