

MEETING

JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

THURSDAY 14TH MARCH, 2013

AT 10.00 AM

VENUE

**LONDON BOROUGH OF ENFIELD, CIVIC CENTRE,
SILVER STREET, ENFIELD, EN1 3ES**

**TO: MEMBERS OF JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE
(Quorum 3)**

Chairman: Councillor Martin Klute (Chairman),
Vice Chairman: Councillor David Winskill (Vice-Chairman)

Councillors

Peter Brayshaw	Alison Cornelius	Graham Old
John Bryant	Alice Perry	
Alev Cazimoglu	Anne-Marie Pierce	

Substitute Members

Barry Rawlings

You are requested to attend the above meeting for which an agenda is attached.

Contact: Rob Mack, London Borough of Haringey 020 8489 2921
rob.mack@haringey.gov.uk

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Agenda and Report Pack	1 - 92
2.	Supplement - Whittington Hospital NHS Trust Estates Strategy	93 - 204

3.

NOTICE OF MEETING

NORTH CENTRAL LONDON SECTOR JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Contact: Robert Mack

Thursday 14 March 2013 10:00 a.m.
Enfield Civic Centre,
Silver Street, Enfield, Middlesex, EN1 3XA

Direct line: 020 8489 2921
E-mail: rob.mack@haringey.gov.uk

Councillors: Alison Cornelius and Graham Old (L.B.Barnet), Peter Brayshaw and John Bryant (L.B.Camden), Alev Cazimoglu and Anne Marie Pearce (L.B.Enfield), Reg Rice and Dave Winskill (Vice Chair) (L.B.Haringey), Martin Klute (Chair) and Alice Perry (L.B.Islington),

Support Officers: Andrew Charlwood, Linda Leith, Robert Mack, Pete Moore and Shama Sutar-Smith

AGENDA

- 1. WELCOME AND APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (PAGES 1 - 2)**

Members of the Committee are invited to identify any personal or prejudicial interests relevant to items on the agenda. A definition of personal and prejudicial interests is attached.

- 3. URGENT BUSINESS**
- 4. MINUTES (PAGES 3 - 12)**

To approve the minutes of the meeting of 17 January 2013 (attached).

- 5. UROLOGICAL CANCER (PAGES 13 - 76)**

To consider proposals to reconfigure urological cancer surgery.

- 6. UPDATE ON THE NHS COMMISSIONING BOARD (PAGES 77 - 78)**

To consider the development and role of the NHS Commissioning Board.

7. MATERNITY SERVICES (PAGES 79 - 82)

To update the Committee on the provision of maternity services in north central London.

8. CONCLUSION TO PLANNED CHANGE TO THE PROVISION OF NEUROSURGICAL SERVICES IN NORTH CENTRAL LONDON (PAGES 83 - 84)

To consider proposed changes to the provision of neurosurgical services in North Central London.

9. TRANSITION PROGRAMME PROGRESS/FINAL RISK ASSESSMENT (PAGES 85 - 88)

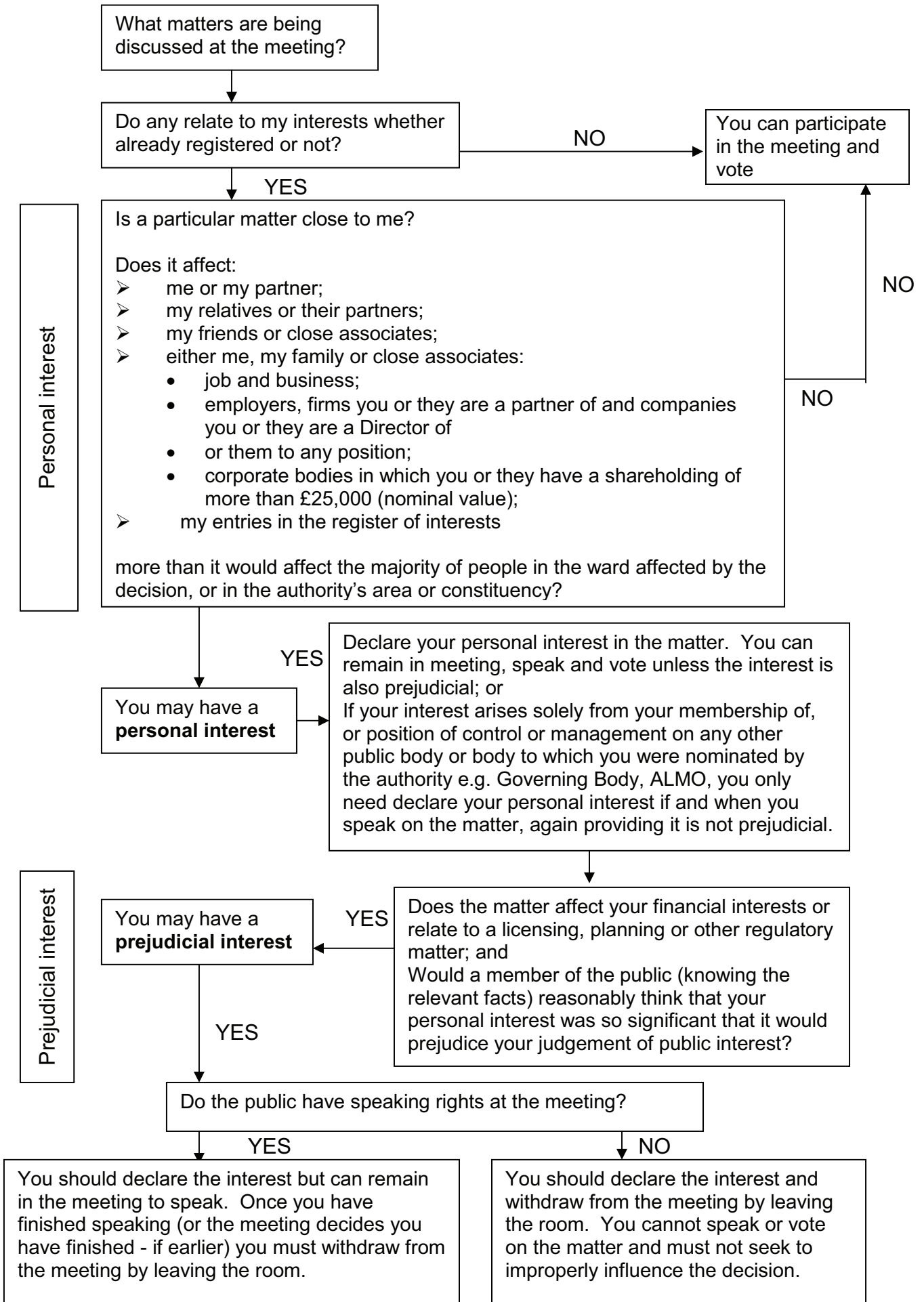
To update the Committee on progress with the transition process.

10. WHITTINGTON HEALTH - TRUST ESTATES STRATEGY AND 5 YEAR CAPITAL INVESTMENT STRATEGY

To receive an outline of proposals by Whittington Healthcare to develop its estates.

11. WORK PLAN AND DATES FOR FUTURE MEETINGS (PAGES 89 - 90)

DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF



Note: If in any doubt about a potential interest, members are asked to seek advice from Democratic Services in advance of the meeting.

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**North Central London Sector Joint Health Overview and Scrutiny Committee
17 January 2013**

Minutes of the meeting of the NCLS Joint Health Overview and Scrutiny Committee held in Committee Room Two, Hendon Town Hall, The Burroughs on 17 January 2013.

Present

Councillors

Martin Klute (Chairman)
Dave Winskill (Vice Chairman)
Alison Cornelius
Graham Old
Barry Rawlings
Alev Cazimoglu
Peter Brayshaw
John Bryant
Alice Perry

Borough

LB Islington
LB Haringey
LB Barnet
LB Barnet
LB Barnet
LB Enfield
LB Camden
LB Camden
LB Islington

Officers

Rob Mack	LB Haringey
John Murphy	LB Barnet
Zoe Crane	LB Islington
Linda Leith	LB Enfield
Shama Sutar-Smith	LB Camden

1. WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Anne Marie Pearce (LB Enfield) and Cllr Reg Rice (LB Haringey).

2. DECLARATIONS OF INTEREST

Cllr Brayshaw declared that he was a governor at UCLH but did not consider it to be prejudicial in respect of items on the agenda. Cllr Cornelius declared that she was an assistant chaplain at Barnet Hospital but did not consider it to be prejudicial in respect of items on the agenda.

3. URGENT BUSINESS

There was none.

4. MINUTES

The minutes of the meeting on the 22 October 2012 were agreed as a correct record.

5. BARNET, ENFIELD AND HARINGEY CLINICAL STRATEGY

Siobhan Harrington, BEH Clinical Strategy Programme Director at NHS North Central London, Dr Nick Losseff, Medical Director for Acute Care NHS North Central London, and Dr Angela Lennox, Deputy Director for Primary Care, NHS

North Central London presented an update to the JHOSC on the Barnet, Enfield and Haringey (BEH) Clinical Strategy.

Ms Harrington reiterated to the JHOSC that the Strategy was about improving the quality of services locally for people and it was important to note that it was based upon the redesign of healthcare pathways and not a reduction in activity. The full business case for capital investment at both the North Middlesex University Hospital NHS Trust and Barnet and Chase Farm Hospitals NHS Trust had been approved, with building works commenced at both sites.

Ms Harrington provided an overview of the progression of workstreams and plans for clinical pathways up to November 2013. The Urgent Care Centre at Barnet Hospital was due to open in April, that there would be a refreshment of the Urgent Care model at Chase Farm Hospital from April and the specification of Urgent Care at North Middlesex University Hospital was being reviewed and would be in place in April.

Angela Lennox updated the JHOSC on primary care and community care developments. She emphasised that the developments in relation to primary and community care related to a whole systems transformation which sought to improve access to services for patients. This was based around increased physical capacity as well as broader primary health care teams working in community settings across Barnet, Enfield and Haringey. The implementation of the strategy would support GPs who would, for the first time, be working collaboratively in networks to take responsibility for the locality to ensure that variation in healthcare was reduced and collectively providing an increased range of services for patients to access in community settings rather than hospital.

Dr Losseff provided the JHOSC with an overview of the role and work of the Clinical Cabinet which consisted of senior clinicians from both the trusts and primary care, whose role was to ensure quality and safety during the transition process.

In response to questions raised by the JHOSC the following responses were provided:

Primary Care NHS North Central London – this was the cluster organisation of the five Primary Care Trusts and an outgoing organisation.

Interrelation of primary care changes into the BEH Clinical Strategy – the changes being implemented were part of a whole system change that complements transformation across the acute trusts.

Timing of implementation – press reports relating to the timelines for urgent care were not accurate. Refreshed models for Urgent Care would be in place at Chase Farm Hospital from April. However, some refurbishments at the site would not be complete within this timescale.

In relation to primary care timings, improvements would be put in place during 2013 and were part of a longer term strategy which would complement other changes.

Quality of services at Forest Road & Evergreen Centre, Enfield – part of the approved business cases included training for doctors to triage accurately. The

Primary Care Investment Programme also included improving the efficiency of practices in order to achieve access to resources in a smarter way.

Clarification on level of budget funding allocation – the £30 million investment was a three year investment across the three boroughs of Barnet, Enfield and Haringey. The £47 million investment related to the five boroughs over three years.

Communications and Engagement – programme managers were aware that there was a requirement for significant levels of communication with stakeholders to ensure that service users and the general public were aware of how services will be provided under the Strategy. CCGs now had communications resources in place and were utilising a range of options from street advertising to the CCG's websites to deliver key messages relating to the transformation process.

Capacity management for surgery – management measures were in place to ensure an appropriate model was in place to manage both emergency and elective surgery.

Transport – The Chief Executive of Barnet and Chase Farm Hospitals NHS Trust will chair the meetings of the Transport Group. The previously undertaken transport assessment had been recast and would be presented to the transport group at the end of January.

Public Questions

Donald Smith commented that he believed that stakeholders from Broxbourne and Boreham Wood had not been adequately consulted in terms of the strategy's transport planning. Cllr Klute took note of Mr Smith's comment and acknowledged that it was important that all stakeholders affected by the implementation of the strategy were appropriately engaged. This point was acknowledged by Siobhan Harrington.

A local resident from Enfield raised a question in relation to whether service proposals included in the consultation document for primary and community services in Enfield in 2009 were being included in the current BEH Clinical Strategy. In response Siobhan Harrington said she would discuss the matter with the member of the public outside the Committee meeting.

Resolved that –

The JHOSC note the updates provided by NHS North Central London.

6. BARNET AND CHASE FARM HOSPITALS NHS TRUST UPDATE

Dr Tim Peachey, the Interim Chief Executive of Barnet and Chase Farm Hospitals NHS Trust (B&CFH NHS Trust) provided the JHOSC with a verbal update on developments at the Trust in relation to its potential transaction with the Royal Free London NHS Foundation Trust.

The JHOSC was informed that a viability study had been undertaken to assess the capacity of B&CFH NHS Trust to operate as a sustainable NHS foundation trust which had found that it would not be possible. Therefore, the Trust had sought to invite external partners to work with to attain NHS foundation trust status.

Following this decision, the Trust made contact with possible partner organisations operating within a 25 mile radius of the Trust's Enfield location, seeking expressions of interest. The Royal Free London NHS Foundation Trust was the only organisation to formally submit an expression of interest and was subsequently chosen by B&CFH NHS Trust to be its potential strategic partner. A Strategic Outline Case (SOC) was produced for the proposed partnership which had been approved by NHS London and was currently undergoing a further assessment process to ensure that the proposals set out in the SOC are viable and sustainable.

The JHOSC was advised that once the Heads of Terms of Agreement are signed by all concerned parties, namely B&CFH NHS Trust, the Royal Free London NHS Foundation Trust, the London SHA, the NHS Trust Development Authority (NTDA) and Commissioning Board, the proposals will be formally submitted to the Cooperation and Competition Panel for them to assess. Parallel to this activity, a due diligence process was being undertaken by the Royal Free with Ernst & Young and the Boston Consulting Group being engaged to support this process. The due diligence process needed to be completed by the time the Board of the Royal Free met in February. If, at this meeting, the Royal Free decided to proceed with the process, the decision would be referred to the B&CFH NHS Trust Board at its March meeting. Due to the timelines for the changes to Strategic Health Authorities, it was unlikely that the final decision will be considered by NHS London prior to its cessation of operations. The function would therefore be taken over by the NTDA.

In April, the NTDA would then be due to make a decision on whether to support the outline business case, with a full business case then produced. On the assumption that no objections were raised by the Cooperation and Competition Panel or that mitigating actions were produced to any concerns raised by the Panel, the full business case would then be submitted to Monitor, the independent regulator of NHS Foundation Trusts.

Dr Peachey advised the JHOSC that this process was likely to be completed by the end of the calendar year 2013, with a possible transaction date in January 2014. This completion date was based on the assumption that the Office of Fair Trading (OFT) would not wish to examine the transaction. If the OFT did decide to examine the proposals, the completion date could be delayed to May or June 2014.

Following Dr Peachey's initial presentation he provided responses to questions from the JHOSC in relation to the following issues:

Further efficiency savings – the JHOSC were informed that ongoing savings would be required as this was inevitably part of the process of large organisations achieving efficiency and would be part of the merger process.

Viability and timelines - the JHOSC queried whether the original assessment of B&CFH NHS Trust's capacity to achieve Foundation Trust status independently was based upon its capacity to attain it within the required timelines and whether the current partnership approach would extend beyond these original timelines. In response, Dr Peachey informed the JHOSC that the initial assessment predated his appointment and that he was not aware of the contents of any consultants' report in relation to this matter.

Dr Peachey advised the JHOSC that significant efficiency savings were being sought by the B&CFH NHS Trust, but that these would still not be enough to allow

the Trust to make a viable application for Foundation Trust status without the support of a partner organisation.

Misreporting of A&E waiting times at Chase Farm Hospital – Dr Peachey advised that the Trust had apologised for this activity and advised that remedial actions had been taken to ensure misreporting could not happen again.

Staffing shortages as reported by the Care Quality Commission (CQC) – Dr Peachey advised that this was related to one ward which had two members of staff absent on the day of the inspection. Remedial measures had been put in place by the Director of Nursing and a significant recruitment drive had taken place, reducing vacancies and dependency on agency staff.

Options for attaining Foundation Trust status should the Royal Free acquisition not proceed – Dr Peachey advised the JHOSC that there were three further options:

1. re-submit initial invitation for expressions of interest.
2. invite expressions of interest beyond NHS organisations
3. enter the unsustainable provider regime whereby a special administrator would be appointed to develop a solution for submission to the Secretary of State for Health for decision.

Powers of Governors under the Health and Social Care Act 2012 – Dr Peachey confirmed that under the new provisions of the Act, the Governors of Foundation Trusts would have the power to reject any major transaction.

Consequences for the BEH Clinical Strategy – the JHOSC was informed that the implementation of the BEH Clinical Strategy was a non-negotiable part of the proposed transaction and that due to the timelines involved it would not be possible for the transaction to be completed before the BEH Clinical Strategy went live.

In response to a query from the JHOSC in relation to the origins of the acquisition process, Dr Peachey suggested that the JHOSC should contact the NTDA. He could provide an appropriate contact to liaise with the JHOSC.

Cllr Cornelius agreed to forward details of questions she wished the JHOSC to submit to the B&CFH NHS Trust in relation to the timelines and conditions of viability raised in the initial assessment undertaken by the Trust into attaining Foundation Trust status.

Resolved that-

1. The JHOSC note the update provided by Dr Peachey.
2. The JHOSC remain apprised of the matter and take an update on the process at a future meeting.

7. UROLOGICAL CANCER SURGICAL SERVICES IN LONDON

Neil Kennett-Brown, Programme Director, Change Programmes North and East London Commissioning Support Unit, and Thomas Pharaoh, Pathway Manager London Cancer gave a presentation to the JHOSC that set out proposed changes to specialist urological cancer services as they relate to surgery in North Central London, North East London and West Essex.

The JHOSC were provided with an outline of the process and advised that its findings would be presented to the JHOSC following its completion in April.

Following Mr Kennett-Brown and Mr Pharaoh's initial presentation, they provided responses to questions from the JHOSC in relation to the following issues:

Designation of services – the current engagement process was based upon the case for change in delivering services and not about the decision of where the specialised service would be delivered. No decision had yet been made as to where the services would be located.

Movement of complex case services from Chase Farm Hospital to University College Hospital – Dr Peachey, Interim Chief Executive at B&CFH NHS Trust addressed the JHOSC on this issue. Before doing so, Dr Peachey informed the committee that he would like to preface his remarks by commenting that, as a registered practitioner with the General Medical Council (GMC) and, as a practising clinician, he was in favour of the proposed changes to specialist urological cancer services.

In relation to the provision of services at Chase Farm Hospital, Dr Peachey advised the JHOSC that changes had been made there due to the fact that only one urological surgeon was currently available at the hospital, a situation which was not believed to provide the best clinical practice. The remaining surgeon had decided to perform the complex surgeries affected by this situation at UCLH, at least until the final decision relating to the change to specialist services has been made.

Robotic surgery – the JHOSC were advised that robotic surgery had become a growth area for urology surgery and that any specialist centre would have to have access to robotic surgery on-site.

Mobility of specialist team – due to the nature of the specialist services and size of the teams involved, it would be unlikely to be feasible for the specialist service to operate on a mobile basis travelling from site to site.

Viability of case numbers – in relation to the projected two specialist surgeries per day, the specialists would also be working with local teams in the diagnosis process. As such there would be a sufficient level of activity to ensure the specialist service was viable.

Public Question

Mr John Woods, Secretary of ProActive, a prostate cancer self help group, reiterated his concern previously expressed in an email to the JHOSC relating to how the movement of complex urological surgery away from Chase Farm Hospital to a location possibly in central London would affect service users in the Essex area.

In response to this concern the JHOSC were informed by Mr Pharaoh and Mr Kennett-Brown that planning around transportation and access would be incorporated into the service pathway.

Resolved that –

The JHOSC note the presentation and information provided.

8. OUT OF HOURS SERVICES

Eileen Lock, Regional Director of Harmoni and Laura O’Riordan, Harmoni’s Local Manager for North Central London, provided a presentation to the JHOSC in response to adverse publicity relating to the operation of the out of hours contract for Camden, Haringey and Islington.

Ms Lock provided an overview of the various quality assurance and performance management measures operated by Harmoni across their services including those relating to clinicians.

The JHOSC were advised that every doctor was subject to performance monitoring, including those working less than 20 hours a week who were not directly employed by Harmoni. These doctors’ performance would be measured by the relevant PCT.

The JHOSC received responses and clarification in relation to the following issues:

Referrals to acute hospitals – North Central London was not an outlier compared to other areas in terms of patients referred to acute hospitals, with the percentage figure for referrals being just less than one per cent.

Percentage of work carried out by an Advanced Nurse Practitioner rather than a GP – this figure was seven per cent with 93 per cent carried out by a GP.

Call answering times – the JHOSC were provided with the performance figures for answering calls within 60 seconds from March to November 2012. The JHOSC were also advised that calls were assessed by non-clinicians using clinical guidelines set out by NICE to evaluate the urgency of calls and prioritise responses.

CQC regulation – the JHOSC were advised that Harmoni’s services were monitored by the CQC.

Urgent case response rate – in response to Cllr Bryant’s comments that response rates for urgent calls had been historically poor and continued to remain so, the JHOSC were advised that the figures presented for November and December 2010 related to performance before Harmoni took up the contract for the out of hours service. Ms Lock commented that improvements to services had been achieved and cited the example of face-to-face services which had been improved and were RAG rated green for December 2012. Eileen Lock advised that this improvement to service was achieved alongside the service experiencing an increase in volume from 12,000 to 14,000 patients.

Laura O’Riordan advised that detailed figures setting out improvements to services would be emailed to JHOSC members.

Appointment times – The specification for appointment times did not detail a desired time length. This was at the discretion of the service provider. Ms Lock stated that Harmoni operated a 12 minute target time for appointment duration. The previous target time operated by CAMIDOC was 15 minutes. However, this did not

include a triage service prior to patients seeing a doctor as was currently operated by Harmoni.

Staff morale and turnover – in relation to recent press coverage, Ms Lock commented that staff found the coverage disheartening, noting that clinicians always strove to provide the best service possible.

The JHOSC noted that the committee's concerns were not aimed directly at clinicians but instead focused on concerns relating to available resources and the organisation's underlying structures.

Public Question

Dr Paddy Glackin, a Local Medical Committee (LMC) representative, raised a concern in relation to confidentiality requirements placed upon staff when leaving employment with Harmoni. Ms Lock advised the JHOSC that she was not aware of these requirements. Cllr Klute invited Dr Glackin to write to him as Chairman of the JHOSC and formally set out his concerns in relation to this matter.

JHOSC members agreed that the item should be added to the Committee's Forward Work Programme so that the issue could continue to be monitored.

Resolved that –

The matter be added to the JHOSC work programme

9. CCG ALLOCATIONS 2013/14 IN NORTH CENTRAL LONDON

David Maloney, Chief Finance Officer Designate Haringey CCG provided the JHOSC with a presentation setting out the CCG allocations for the five NCL CCGs as announced on the 18th December 2012 as part of the 2013/14 Operating Framework. In response to question posed by the JHOSC Mr Maloney provided the following responses and clarifications:

Management and administration costs - CCGs will receive £25 per head of population to pay their management and administration costs, based on the 2011 census population data.

Formula for allocations – based upon the presentation given by NCB London in relation to 2013/14, all CCGs would receive the same uplifts. Mr Maloney believed work would be undertaken to establish a formula for future allocations.

Deficits and surpluses – for deficits relating to PCTs for 2012/13, the Cluster would ensure that at the end of the year funds are moved around the system so that each PCT at the end of the year will hit their control total. Underlying issues in expenditure would still be taken forward.

It was currently understood that a proportion of planned PCT surpluses would be returned to CCGs in 2013/14. However this was subject to guidance being issued.

Next year the operating guidance was that all CCGs should aim to make savings of one per cent. This would be harder for some CCGs to achieve than others.

Resolved that –

The Committee note the update.

10. TRANSITION PROGRAMME PROGRESS UPDATE – JANUARY 2013

Alison Pointu, Director of Quality and Safety and Executive Lead for Transition at NHS North Central London alongside Sile Ryan, NHS North Central London's Transition Programme Manager responded to questions from the JHOSC in relation to the NHS Transition Programme and provided the following responses and clarifications:

Support and guidance to stakeholders affected by the transition – the JHOSC were advised that the NCB were taking a lead role in providing support and information to stakeholders. Alison Pointu advised that staff who had previously worked on the PALS/complaints service were transitioning across into the new organisations and would be in a position to signpost stakeholders to the correct point of contact, although the PALs function is not formally transferring but closing down on 31/3/13

Commissioning Support Units – the JHOSC were advised that it was the national intention that the contract for providing support to commissioning would be re-tendered after three years.

The NHS Trust Development Authority – the JHOSC were advised that there was a London regional body that would support those NHS Trusts seeking to attain NHS Foundation Trust status.

Resolved that –

The Committee note the update.

11. FUTURE OPERATION OF THE JHOSC

Resolved that –

- Paragraph four as set out in page 25 of the report instructing members of the JHOSC to refrain from association with any campaigns either in favour or against any of the reconfiguration proposals be removed from the JHOSC's terms of reference and procedures.
- Subject to approval by the individual Councils concerned, the continuation, terms of reference and procedures as set out in the report are agreed subject to the amendment of Paragraph four as noted above.

12. FORWARD WORK PROGRAMME

Resolved that –

The following items be added to the Forward Work Programme:

- NHS Trust Development Authority be invited to provide the JHOSC with an overview of their work with NHS Trusts and how reconfigurations are organised.

- Cllr Alison Cornelius to write to Cllr Klute in relation to the previous consultations undertaken to assess the viability of an independent bid by Barnet and Chase Farm Hospitals NHS Trust to attain Foundation Trust status.
- NHS Commissioning Board - Peter Coles to be invited to attend to provide a further update.
- The potential transaction between Barnet and Chase Farm Hospitals NHS Trust and the Royal Free NHS Foundation Trust to be added to the work programme to monitor progress.
- Harmoni follow-up
- Commissioning process update in March
- Contraception services update

Meeting finished at 13:27

NHS NORTH CENTRAL LONDON	BOROUGHES BARNET, CAMDEN, ENFIELD, HARINGEY, ISLINGTON WARDS: ALL
REPORT TITLE: Update on proposed changes to urological cancer surgical services	
REPORT OF: Neil Kennett-Brown Programme Director, Change Programmes North and East London Commissioning Support Unit	
FOR SUBMISSION TO: North Central London Joint Health Overview & Scrutiny Committee	MEETING DATE: 14 March 2013
<p>SUMMARY OF REPORT:</p> <p>Over recent months, expert clinicians representing all the hospitals providing urological cancer services in north central London, north east London and west Essex have been looking at how they can improve urological cancer surgical services, specifically complex surgery for bladder and prostate cancer and kidney cancer. This review is being led by <i>London Cancer</i> which represents NHS cancer care providers and the cancer Joint Development Group and also involves GPs, nurses, health professionals and patient representatives.</p> <p>This work follows a 2009/10 London-wide review of cancer care in London. The London-wide clinical case for change and model of care – <i>the Model of Care for Cancer Services 2010</i> – made a compelling argument to improve cancer services in the capital where access to and outcomes from cancer were unequal, and mortality rates from cancer were higher in London than the rest of the UK. The model of care was underpinned by ten guiding principles, including the centralisation of services where clinically appropriate. A wide public engagement held in 2010 supported the principles of the London-wide model of care.</p> <p>Using the model of care as a framework, clinicians have developed a case for change which outlines their recommendations for improving urological cancer surgical services. <i>London Cancer's</i> case for change was published on 31 January 2013.</p> <p>Clinicians believe that the way in which specialist services are currently organised does not support the delivery of the highest quality of care, research and training. Clinicians also believe that we need to diagnose urological cancers earlier, whilst improving the care and support of people who have finished their treatment and are either living with their cancer, in remission or recovery.</p> <p><i>London Cancer</i> is recommending that complex surgery be consolidated in one specialist centre for bladder and prostate cancer and one specialist centre for kidney cancer. Importantly, patients would continue to receive the majority of their care at their local urological cancer unit. Only a small number of people would need to go to a specialist centre for complex surgery for kidney, bladder or prostate cancer. Less complex surgery would continue to be provided at local urological units. Quality of care would also improve across all local urological cancer units, in line with agreed standards and an audit programme.</p> <p>As the current commissioners of these specialist surgical services, NHS North East London and the City and NHS North Central London are now engaging on <i>London Cancer's</i> case for change with patient and public representatives, local councils, local involvement networks and other local groups in London, west Essex and south Hertfordshire.</p>	

In February, more information on the clinical evidence and designation process was published, in addition to further detail from *London Cancer* on their recommendations for the model of care and proposed hospital providers. This will be widely circulated to stakeholders.

Commissioners will formally discuss the proposals with clinical commissioning groups in March 2013, and host stakeholder and clinical workshops to get feedback on the clinical recommendations. We invite comments and feedback before 29 March 2013.

From April 2013, responsibility for commissioning these services will transfer to the NHS Commissioning Board (NHS CB). We are planning a meeting with the NHS Commissioning Board and representatives of health overview and scrutiny committees in late April to formally present the recommendations for urological cancer surgical services, and to brief scrutiny representatives on the range of strategic changes to specialist services in the pipeline.

The NHS CB will consider all of the views received as part of this engagement before making decisions on proposals.

CONTACT OFFICER:

Nicole Millane
Communications and Engagement Lead
North and East London Commissioning Support Unit

RECOMMENDATIONS: The Committee is asked to note the update on the engagement on urological cancer surgical services and the request to participate in a meeting with the NHS Commissioning Board in late April. The Committee is also invited to comment on the clinical recommendations for urological cancer services.

Attachments include: Case for Change, *Urological Cancers: Why we need change*; additional documentation pack.

Neil Kennett-Brown
Programme Director, Change Programmes

DATE: 22 February 2013



Urological cancers

Why we need change

A case for change for specialist urological cancer surgical services

January 2013

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Foreword

Across North East and North Central London and West Essex – a population of 3.5 million – around two people a day require complex surgery to treat kidney, bladder or prostate cancer¹. These patients require specialist, once-in-a-lifetime surgery to give them the best chance of controlling their cancer and reducing the risk of long-term side effects.

We have a highly-skilled and experienced workforce, passionate and committed to delivering the best care to the populations that we serve. However, the way in which services are currently arranged does not maximise the delivery of the highest quality of care, research and training that we are capable of.

We want to change this.

We need to diagnose urological cancers earlier, whilst also improving the care and support of people who have finished their treatment and are either living with their cancer, in remission or recovery. We also need to change the way that we organise hospital care. National and international evidence demonstrates a clear link between higher surgical volumes and better patient outcomes.

Specialist radiotherapy and complex chemotherapy are already concentrated in a small number of specialist centres. We believe that the same should be true of specialist surgery for kidney, bladder and prostate cancers.

We believe that the creation of single specialist centres and high quality local units will provide our patients with high quality diagnostic and therapeutic care and expand opportunities to develop research that benefits patients. This would put us in a position to be among the best in the world – both in the quality of our care and the opportunities for patients to take part in research and access new treatments. We aim to make changes that will be durable for a generation to create a platform that can support future innovation.

We know, however, that specialist treatment is only a small part of a urological cancer patient's care. The vast majority of patient care would always take place at local hospital units and GP surgeries.

Patients tell us that, where they are cared for in different hospitals, they want their care to be joined up and to the same high standards wherever they are. We understand this and are committed to making it happen.

In this document we make the case for changing urological cancer services across North East and North Central London and West Essex and describe how we believe we can radically improve patient outcomes and patients' experience of care.

Specialist centres would help put us among the best in the world

Specialist treatment is only a small part of a urology patient's care

¹ 2010/11 complex surgery for kidney, bladder and prostate cancers

Our proposals build on an established clinical case for change – the [Model of Care for Cancer Services²](#), 2010 - a review of cancer care undertaken for the whole of London in 2009/10 by NHS Commissioning Support for London. This made a compelling argument to improve cancer services in the capital where access to and outcomes from cancer care were unequal and mortality rates from cancer were higher in London than the rest of the UK.

The *Model of Care* proposed integrated cancer systems as an organising principle for cancer care, and it set parameters for changes to cancer services that we are now acting on locally in North East and North Central London and West Essex. The review showed strong evidence that specialist hospitals and surgeons that treat more urological cancer patients achieve better outcomes for high risk surgical procedures and recommended that minimum thresholds for surgery be set. The review involved, engaged with, and received support from, clinicians, local authorities, patient and public representatives and other groups across London.

Developed by our partners across *London Cancer*, this case for change builds on the framework of the *Model of Care*, with the aim of bringing globally excellent cancer services to our patients in the most efficient and equitable way.

We welcome your views, feedback and comments on our recommendations for improving urological cancer surgical services.



Professor Mark Emberton and Mr John Hines
Urological Cancer Pathway Directors and Consultant Surgeons

1. Background

Over recent months, clinicians in north east and north central London and west Essex have been working together to consider how we can deliver the best possible urological cancer services that our local populations deserve.

Clinicians representing all the hospitals in the area – together with GPs, nurses, health professionals and patient representatives – have developed this case for change for how we believe we can achieve better outcomes for patients.

This case for change focuses on improving specialist surgery for urological cancer, specifically bladder and prostate cancer and kidney cancer, and the most specialist aspects of the surgical treatment.

² <http://www.londonhp.nhs.uk/wp-content/uploads/2011/03/Cancer-model-of-care.pdf>

2. Context: who's who

London Cancer

As a recommendation of the London-wide *Model of Care for Cancer Services*, the NHS cancer care providers of North East London, North Central London and West Essex are working together in an integrated cancer system known as *London Cancer*. *London Cancer's* aim is to drive superior outcomes and experience for our patients and population of 3.5 million. *London Cancer* formed in April 2012.

London Cancer's aim is to make big improvements in cancer services. It will do this by giving clinicians the power to lead improvement programmes and placing patients' outcomes and experience at the heart of cancer care.

We want to work together to deliver big improvements

Representatives of the NHS trusts within *London Cancer* that provide urological cancer services are involved in developing these proposals:

- Barnet and Chase Farm Hospitals NHS Trust
- Barts Health NHS Trust
- Barking, Havering and Redbridge University Hospitals NHS Trust
- Homerton University Hospital NHS Foundation Trust
- North Middlesex University Hospital NHS Trust
- Princess Alexandra Hospital NHS Trust
- Royal Free London NHS Foundation Trust
- University College London Hospitals NHS Foundation Trust
- Whittington Health NHS Trust.

Urological cancer pathway board

The pathway board is responsible for improving urological cancer outcomes and patient experience for local people. The board is led by the cancer pathway directors and its constitution can be viewed on the [London Cancer website](#)³.

Commissioners

NHS commissioners are responsible for ensuring that health and social care services meet the needs of the population. The cluster primary care trusts (PCTs) – NHS North East London and the City and NHS North Central London – are leading engagement on this case for change and the proposed model of care developed by *London Cancer*. From April 2013, the responsibilities of primary care trusts (PCTs) will transfer to the NHS Commissioning Board, clinical commissioning groups (CCGs) and local authorities (for public health).

NHS Commissioning Board

The NHS Commissioning Board (NHS CB) aims to improve health outcomes for people in England. As well as overseeing a comprehensive system of clinical commissioning groups (CCGs) with responsibility for commissioning the majority of services, the NHS CB directly commissions a range of primary and specialised services, including specialised cancer services.

³ <http://www.londoncancer.org/cancer-professionals/urological/urological-pathway-board-constitution/>

Clinical commissioning groups

From April 2013, GPs, as a part of clinical commissioning groups (CCGs), will be responsible for ensuring local health services meet local needs – they will decide, for example, what local services are needed for patients and how care can be best organised. While the NHS CB will have responsibility for specialised services such as complex cancer surgery, CCGs across North East London, North Central London and West Essex will ensure that the whole cancer care 'pathway' delivers excellence for patients, from diagnosis to post-treatment support.

Local authorities

Local authorities will have new responsibilities for public health, prevention and health promotion. Public Health England will be established from April 2013 and aim to improve people's health and wellbeing.

3. Urological cancers

Bladder cancer

Around 400 cases of bladder cancer are diagnosed each year in our area. Bladder cancer becomes more common as people get older and is more common in men than in women. The symptoms of bladder cancer are blood in the urine and changes in urination. These are also the symptoms of a lot of other less serious diseases.

Eight out of 10 patients diagnosed have early bladder cancer. These early cancers are often limited in size and the degree to which they have spread. They can therefore be treated by relatively simple surgery that can take place in most hospitals.

A much smaller number of bladder cancers, less than 100 per annum, are more advanced and have spread further (metastasised). These often need to be treated with a combination of complex major surgery, radiotherapy and chemotherapy.

Prostate cancer

Prostate cancer is the most common cancer found in men – around 1,500 cases of prostate cancer are diagnosed locally each year. However, very complex surgery is only required by a small number of people. In 2010/11, 220 complex operations for prostate cancer took place across the *London Cancer* area.

Prostate cancer differs from most other cancers in that small areas of cancer in the prostate are very common and may stay inactive (benign) for many years.

Prostate cancer can cause changes in urination, but these symptoms are often subtle when compared to the same symptoms caused by the less serious changes to the prostate gland seen in all men as they get older.

There are many different treatment types and each have different benefits and different side effects. Treatment options include monitoring the cancer (known as active surveillance), treatment with radiotherapy or brachytherapy⁴, hormone therapy or surgery.

⁴ See glossary at the end of this document.

We know that sometimes a patient's treatment decision can be influenced by the facilities available at different hospitals and the approaches favoured by different teams.

Patients with any new diagnosis of cancer need to be given clear information and unbiased support in making the difficult decision on what course to follow. Due to the range of treatment options, this is particularly important for prostate cancer patients.

If initial treatment fails or if the cancer spreads then treatment focuses on hormone therapy and chemotherapy. These patients should be able to discuss treatment options, impact of treatments and clinical trials of new drugs.

Kidney cancer

Kidney cancer is relatively rare and is approximately twice as common in men as in women. Around 400 new cases of kidney cancer are diagnosed each year across north east and north central London and west Essex.

Kidney cancer is most commonly found incidentally while scanning patients for something else. It may also be picked up in outpatient clinics for people with the symptom of blood in their urine. There are relatively few treatment choices for kidney cancer and treatment is most often surgical.

Some surgical operations for kidney cancer are simple whereas others are very complex. All are becoming increasingly reliant on emerging technologies, such as keyhole (laparoscopic) surgery and robotically-assisted surgery.

Surgery should seek to save as much of the kidney as possible. A number of non-surgical treatment options also seek to do this.

If kidney cancer spreads then the aim of treatment is to control the cancer through new targeted therapies⁵. This often happens within clinical trials.

Other urological cancers

While other urological cancers such as penis and testicular cancers are not the focus of this case for change, there are some co-dependencies which we need to consider. For instance, a highly-specialised operation to treat widespread testicular cancer following chemotherapy is carried out by kidney cancer surgeons, so we will take this into account when proposing changes to kidney cancer services.

⁵ See glossary at the end of this document.

4. Current services

Bladder and prostate cancer

Of around 1,900 cases of all prostate and bladder cancers diagnosed in *London Cancer* each year, only 350 patients require complex surgery. This is just under 1 in 5 of all patients (18%).

There are currently four bladder and prostate cancer surgical centres across North East and North Central London and West Essex⁶. Each centre serves a population of between 600,000 and 1 million. There are also a number of patients from other parts of London and south Hertfordshire who choose to have their complex pelvic procedure (to treat bladder and prostate cancer) at one of the *London Cancer* hospitals providing urological surgery.

In 2010/11, each surgical centre carried out between 54 and 89 complex operations – a total of 296. This total was made up of 220 operations for prostate cancer and 76 operations for bladder cancer.

We also believe that there are up to 50 bladder and prostate patients each year who do not get the complex surgery that they would benefit from. Our challenge is to ensure that everyone who needs specialist surgery should have access to appropriate surgery.

Complex bladder and prostate operations in 2010/11¹

1 Chase Farm Hospital, Enfield	89 operations
2 King George Hospital, Ilford	82 operations
3 University College Hospital, Euston	71 operations
4 Whipps Cross Hospital, Leytonstone	54 operations



¹Since 2010 a substantial number of Whipps Cross cases have taken place at University College Hospital (UCH) and since October 2012, by clinical agreement, Chase Farm cases have been operated on at UCH.

⁶Since 2010, a substantial number of Whipps Cross cases have taken place at University College Hospital. Since October 2012, by clinical agreement, a temporary arrangement has been in place for Chase Farm patients to be operated on at University College London Hospital in response to an internal audit which demonstrated that optimal outcomes were not being achieved for some patients. This arrangement is not part of the review of urological cancer specialist services being led by *London Cancer*, but is a temporary local arrangement in response to clinical need.

Kidney cancer

Of around 400 new cases of kidney cancer diagnosed in *London Cancer* each year, 300 (75%) require surgery.

Across North East and North Central London and West Essex, complex kidney cancer surgery is provided in all nine hospitals that treat and care for adult urological cancer patients. In 2010/11, they each did between 10 and 72 operations – a total of 292 operations.

Kidney cancer operations in 2010/11

1	Chase Farm Hospital, Enfield	72 operations
2	King George Hospital, Ilford	54 operations
3	The Royal London, Whitechapel	50 operations
4	University College Hospital, Euston	36 operations
5	Whipps Cross Hospital, Leytonstone	26 operations
6	The Royal Free, Hampstead	24 operations
7	Newham University Hospital	10 operations
8	Princess Alexandra, Harlow	10 operations
9	Homerton University Hospital, Hackney	10 operations



5. Why we need change

National perspective

Whilst there have been significant improvements in cancer care in the UK over the past decade, there is further improvement needed to deliver world-class cancer services. While deaths from cancer have fallen, the UK still has a relatively high mortality rate.

National and international evidence demonstrates a clear link between higher surgical volumes and better patient outcomes. Specialist centres which have frequently practising specialist teams and full facilities, with high patient throughput, generally have better patient outcomes.

In 2002, the National Institute for Health and Clinical Excellence (NICE) published guidance on improving services for urological cancers⁷ which recommended that patients with cancers that are less common or need complex treatment should be managed by specialist multidisciplinary teams in large hospitals or cancer centres.

⁷National Institute for Clinical Excellence, *Improving Outcomes in Urological Cancers: The Manual*, 2002

London perspective

The NHS body responsible for the whole of London reviewed cancer services in the capital in 2009/10⁸. The review included an engagement process with key stakeholders and patient groups from across London and made a compelling argument for the need to improve cancer services in London. The review showed that access to and outcomes from cancer care were unequal across the city and that mortality rates from cancer were higher in London than the rest of the UK.

Londoners report a poorer experience of cancer services than other areas of England, and services are not always organised to deliver the best outcomes for patients. Despite having the highest population density, London has one of the smallest average catchment populations per hospital for all services. This means that hospitals in London are not able to take full advantage of the advances in medical care and economies of scale as specialist staff, facilities, and patients are spread across a relatively large number of hospitals.

“[A] number of London hospitals seeing a low volume of bladder and prostate cancer patients. [It] is clear that Londoners are not currently being provided the world-class service they deserve.”

Review of services across the whole of London

The review showed that there was evidence that specialist hospitals and surgeons that treat more urological cancer patients achieve better outcomes for high risk surgical procedures and recommended that minimum thresholds for surgery be set.

This London-wide review made wide ranging proposals for increasing early diagnosis, improving hospital care and taking a new approach to patients living with cancer. The proposals said that common treatments should be available locally to patients, but that specialist surgery should be concentrated.

For bladder and prostate cancer this ambition led to three specific surgical recommendations:

- That a maximum of five hospitals across the whole of London should provide complex bladder and prostate surgery⁹
- That each surgical centre should serve a population of at least two million
- That these centres should carry out a minimum of 100 operations for complex bladder and prostate cancer a year.

For kidney cancer, the clinical papers that form the London guidance concluded that the management of renal malignancies should be confined to specialist urology multi-disciplinary teams.

[Engagement on the London-wide case for change and model of care](#)¹⁰ was held between August and October 2010. This involved clinicians, local authorities, patient and public representatives and other groups from across London. Letters were sent to 1,600 GP practices across the capital and a further 1,100 stakeholders were informed by email. A stakeholder event was attended by 80 delegates and proposals were met with a high degree of support. Many groups including LINKs, local authority overview and scrutiny committees,

⁸ NHS Commissioning Support for London, *Cancer Services: Case for Change, 2009; A Model of Care for Cancer Services, 2010*

⁹ At the time there were more than 10 bladder and prostate centres across London, four in the *London Cancer* area.

¹⁰ <http://www.londonhp.nhs.uk/wp-content/uploads/2011/03/Cancer-engagement-report.pdf>

GPs and clinical boards received presentations. Over 200 individual responses to a survey were received, and the overall level of support expressed for the proposals was mostly positive. As an indication of the breadth of engagement, the website itself received over 4,000 hits during the engagement process.

Local perspective

Clinicians across North East London, North Central London and West Essex believe a more ambitious approach is required to deliver the world-class services that our populations deserve.

The way that things are organised does not allow us to provide the best care for our patients

There is clear evidence that surgeons performing high volumes of surgery have better patient outcomes. Therefore, we believe that consolidating complex surgery in fewer specialist centres would provide the best outcomes for our patients. **Our proposal is to provide complex surgery for bladder and prostate cancer in one specialist centre and complex surgery for kidney cancer in one specialist centre.**

These centres will be part of a well-defined pathway for patients that begins with all patients being diagnosed and assessed at their local hospital by teams whose members form part of the specialist centre. Only those patients who could benefit from complex treatments would need to travel to the specialist centre. Our proposal is to bring as much of the specialist expertise as possible (in terms of discussing treatment options and supported decision making) to be available to patients through their local unit/team.

This would benefit patients through reducing the risk of incontinence and post-operative complications. It would ensure that we can maximise the use of latest technologies and research breakthroughs, whilst also contributing effectively to the research effort – improving the quality of life and care not just for our own population but more widely.

Why one specialist centre?

Clinicians have considered the configuration of specialist services to deliver the best possible outcomes for patients. The *Model of Care* has set the framework and the values for these proposals, and reflecting on this established clinical case for change, clinicians believe that there should be one specialist centre for bladder and prostate cancer and one specialist centre for kidney cancer for North Central, East London and West Essex.

Currently many hospitals are undertaking small amounts of surgery. There is overwhelming international evidence that for complex procedures, such as major cancer surgery, a higher volume of patients results in fewer complications, shorter lengths of stay and better outcomes for patients. Research shows that as volumes of patients increase, outcomes for patients improve. This means that the more patients treated, the better the outcomes for patients.

A large team is required to deliver surgical excellence. A single specialist centre would make it easier to ensure that patients receive care from health professionals with specialist expertise. This is because we could more easily sustain a critical mass of health professionals with specialist expertise to look after patients during and after their surgery and to have joint appointments with or rotate through local hospitals. A single surgical centre would have the volumes to invest in skills, technology and research, maximising the use of the most advanced techniques and facilities, such as robotics.

For complex procedures, training of specialist nurses, surgeons and fellows is more likely to be achieved through one large centre. A world class centre would also attract the most talented staff, increasing the skill of the team, and be more visible to industry partners and international expert peers. These staff would bring their expertise to patients at every step of their pathway, as they will be part of the combined multi-disciplinary teams at the specialist centre and local units.

A single specialist centre would make it easier and more affordable to support the routine use of molecular pathology in diagnosis and tissue banking¹¹ to support research. It would also help to co-ordinate access to clinical trials.

6. How we can improve services

Earlier diagnosis and better support

We need to work with our colleagues in the NHS and outside to diagnose urological cancers earlier. Earlier diagnosis of bladder and prostate cancer would help to improve survival rates and access to care.

We will test innovative ideas, like giving GPs access to one-stop clinics for people with blood in their urine, so they can receive a definitive diagnosis more quickly. We will also seek opportunities to work with our medical colleagues outside of cancer care on joint screening programmes to help us find cancer and other serious health problems earlier.

We need to provide better information to patients and carers to help them make decisions about their treatment options. This is particularly important for prostate cancer for which there are a range of treatment options.

People would have support and care that is appropriate and convenient

During and after treatment we need to make sure that people are offered support, care and rehabilitation that is appropriate and convenient to them and is delivered as close to their homes as possible.

Specialist services

Currently, our hospitals services are not organised to deliver the best possible outcomes for patients. We believe that all complex surgery for bladder and prostate cancer and kidney cancer should be performed in one specialist centre for bladder and prostate cancer (performing around 350 operations a year) and one specialist centre for kidney cancer (performing around 300 operations a year).

A specialist centre for kidney cancer should also perform an estimated 100 operations for non-cancerous disease which are currently being carried out across all of the hospitals in *London Cancer*. Again, this is supported by the evidence that the more surgery that a hospital does, the better its outcomes are likely to be.

This would mean that single clinical teams would treat a sufficient number of patients so that they could make continuous improvements. Clinicians believe that this would put us among the best in the world for clinical quality and outcomes from urological cancer care.

¹¹See glossary at the end of this document.

Specialist centres would also mean that surgeons have access to cutting-edge equipment and are surrounded by a multidisciplinary team comprising all the right types of highly-skilled clinicians and support staff.

Surgeons have the right equipment, can continuously improve, and are surrounded by a highly-skilled team

The specialist centres would need to have strong links to high-quality local urology units to enable high quality, seamless patient care. Staff at the local units and the specialist centre would be part of the same multi-disciplinary team, bringing specialist expertise to patients along the whole pathway.

Specialist centres would also provide a focus for research and clinical trials and enable excellence in training and education. Improvements in treatments, and in the advice that we are able to give patients on their treatment decision, rely on research and clinical trials. We believe that every patient with a new diagnosis of urological cancer should be offered the opportunity to participate in clinical research. We would therefore ensure that local urological cancer units were enabled to enrol and identify patients for clinical trials.

Teaching and training of urology teams would take place at both the specialist centre and local units.

Local units

Local units would continue to have a significant role in caring for patients with urological cancers. They would provide all diagnostic tests, most elements of treatment, the majority of post-treatment follow-up, and ongoing care and rehabilitation. They would continue to be the first point of contact for early specialist advice required by GPs and would work with primary care and support patients in their follow up. The types of surgery which would be undertaken at a local urology unit and specialist centre are provided at appendix 1.

The medical and nursing care in local units would be to the same high standard as that in the specialist centre. Doctors would work jointly in both the specialist and local units to make sure that patients experience continuous excellent care.

All existing urology units which meet standards of care would continue to provide local services.

7. The patient pathway

Specialist treatment is only a small part of a urological cancer patient's care. The vast majority of patient care would always take place at local hospital units and GP surgeries, and there would be no change in the referral patterns of GPs.

Patients with suspected urological cancer would be referred to a local unit by their GP where they would access a comprehensive diagnostic service led by a consultant urological surgeon linked to the specialist centre.

If a patient is diagnosed with urological cancer, a local multidisciplinary team would review their case in detail with the broadest range of specialists across the area. The team would aim to provide them with clear information about their condition and support them in making a decision about treatment. All local units across *London Cancer* would give patients the same

high-quality, consistent information and would include a member of the specialist centre team. *London Cancer* will take the lead role in ensuring this through standards audits.

A large number of patients, particularly those with prostate cancer, would receive all of their care at a local unit and would never go to the specialist centre.

Some patients would be advised by the multidisciplinary team that they need to go to a specialist centre for their surgical treatment or radiotherapy, should they choose these treatment options. In these cases, local units would will share with the treatment centre all of the relevant information that they have about the patient’s care to date, including all the diagnostic tests already carried out.

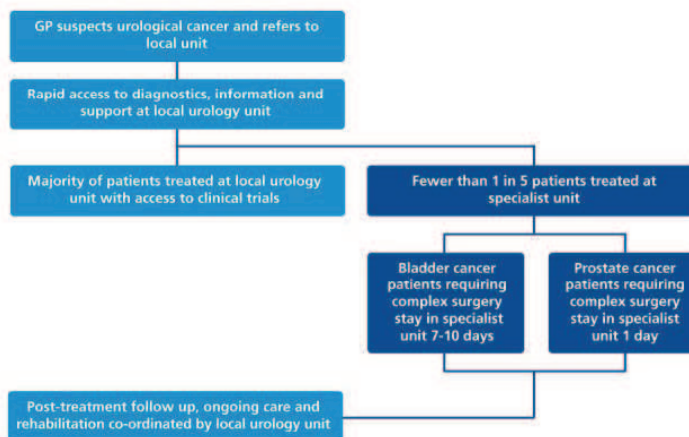
Following treatment at a specialist centre, patients would return to the care of their local unit as soon as it is appropriate to do so.

Most prostate cancer patients would be able to leave a specialist centre the day after complex surgery. Bladder cancer patients would need to stay in a specialist centre between seven to 10 days, due to the nature of the surgery. Kidney cancer patients would be able to leave a specialist centre and return to the care of their local unit around three days after complex surgery.

The local urology unit would carry out any subsequent treatments, as well as most of the ongoing care that patients require. Urological consultant specialists would work locally to oversee this care.

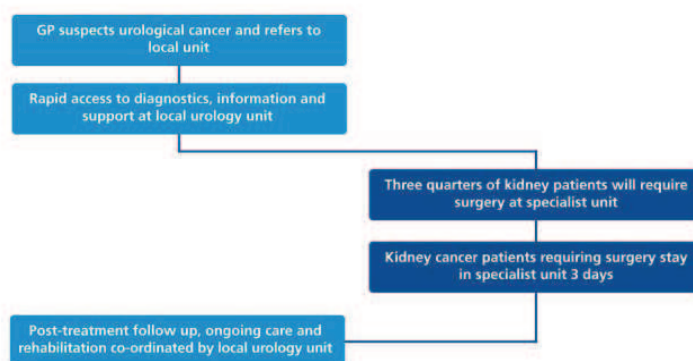
The team of staff at the specialist centre and local units would work together as a co-ordinated network, taking collective responsibility for each patient’s care pathway. Clinicians involved in the changes would have a joint contract between the specialist centre and their current hospital, ensuring that local expertise is maintained and developed. The proposals would result in more joined up research, improved quality assurance and opportunities for service improvement across the whole patient pathway.

Patient pathway – bladder and prostate cancer



Clinicians work across both local and specialist urological units

Patient pathway – kidney cancer



Clinicians work across both local and specialist urological units

8. What this means for patients

Bladder and prostate cancer

The vast majority of bladder and prostate cancer patients would continue to receive their care at an existing local urology unit. Standards of care would improve at these units, ensuring that patients receive high quality care no matter where they are.

For the 350 patients per year who need once-in-a-lifetime surgery, they would receive world-class care in a specialist unit with access to the most advanced techniques and facilities from a highly-skilled multidisciplinary team.

Patients would have the best chance of surviving their cancer and have reduced risk of incontinence and post-operative complications.

The proposals would bring further advantages for patients in terms of having access to new treatments, such as bladder reconstruction, and rapidly emerging research, such as the use of artificial bladders.

Kidney cancer

For the 300 patients per year who need kidney cancer surgery, and 100 patients per year who need non-malignant kidney surgery, they would receive world-class care in a specialist unit with access to the most advanced techniques and facilities from a highly-skilled multidisciplinary team.

While kidney cancer is relatively rare, the majority of patients require surgery. Currently, nine hospitals in *London Cancer* perform small amounts of surgery.

Patients would have a better chance of reduced complications and risk of incontinence, following their specialist surgery. This would help to improve the quality of life for kidney cancer patients.

Travel and patient choice

We are committed to only asking patients to travel further when it is absolutely necessary for them to receive specialist care.

Specialising complex urological cancer surgery in fewer hospitals would mean an increase in travel times for some patients and a reduction in the choice of hospitals providing this type of surgery. However, clinicians believe that the proposals would greatly enhance our ability to deliver the highest quality care and better outcomes for patients.

Many patients are already travelling for their treatment. Some would have to travel further but only when it is absolutely necessary

We estimate that around 200 to 250 bladder and prostate cancer patients requiring complex surgery (11% - 13% of all bladder and prostate cancer patients) per year would need to travel to a different hospital for their surgery. For kidney cancer, we estimate that around 220 to 270 patients per year would need to travel to a different hospital for their surgery. Clinicians believe that the benefits of reduced risk of post-operative complications and reduced risk of long-term incontinence far outweighs any inconvenience in further travel to receive the very best specialist care.

Many patients are already bypassing their local hospital to go to a hospital providing urological cancer surgery. Greater specialisation would increase the distances that some patients would need to travel. We will consider the impact on travel for patients and carers as we develop firm proposals for transforming urological cancer care. Patient groups are providing views on the travel implications for these proposals. Among the options being considered are improved car parking and taxi services for those in need.

9. Expected benefits

The expected benefits of the proposals are:

- Improvements in outcomes for patients having specialist surgery for urological cancers, both in the short and longer-term. A critical mass of urological cancer patients will mean that each surgeon carries out enough operations each year to continuously improve.
- Surgeons have access to the most up-to-date equipment and are supported by an expert team containing all of the right types of highly-skilled staff.
- As well as specialist surgery, the specialist centres will be able to deliver the most up-to-date radiotherapy, chemotherapy and targeted therapies. Shared/standardised methods will be based on best practice across the clinical teams.
- Delivery of services which are more productive and efficient through the minimisation of duplication and waste, in particular, to address the inefficient use of consultant time due to supporting a multi-site urological surgical service.
- Patients would experience a better co-ordinated pathway of care as doctors would work jointly in both the specialist and local units.
- The service is able to better attract national and international clinical staff to work in the speciality and offer higher quality clinical training to junior doctors and other health professionals.

10. Locations

Clinicians have considered where there could be benefits in co-locating bladder and prostate cancer or kidney cancer specialist units with other services.

Bladder and prostate cancer

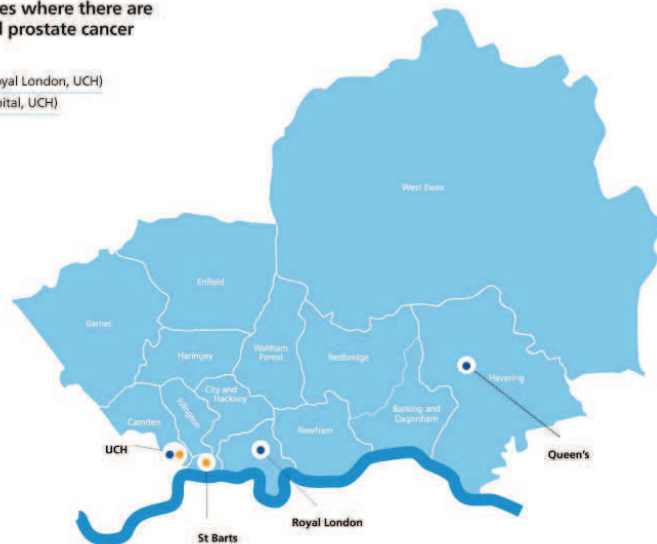
A specialist centre for bladder and prostate cancer would need to be in the same hospital as a small number of other key services to make sure that patients have the best and safest possible surgery.

Surgery for bladder and prostate cancer patients can have serious complications. The bladder and prostate specialist centre needs access to 24-hour interventional radiology as well as to pelvic emergency surgery. Clinicians would also want to co-locate the bladder and prostate cancer centre in a hospital which has specialist gynaecological cancer surgery. This is more important than being in the same place as kidney cancer surgery.

The specialist centres for kidney cancer and bladder and prostate cancer need not be in the same hospital but each should be located with other key services

Locations of other specialist services where there are co-dependencies with bladder and prostate cancer

- 24-hour interventional radiology (Queen's, Royal London, UCH)
- Specialist gynaecological cancer (St Barts Hospital, UCH)



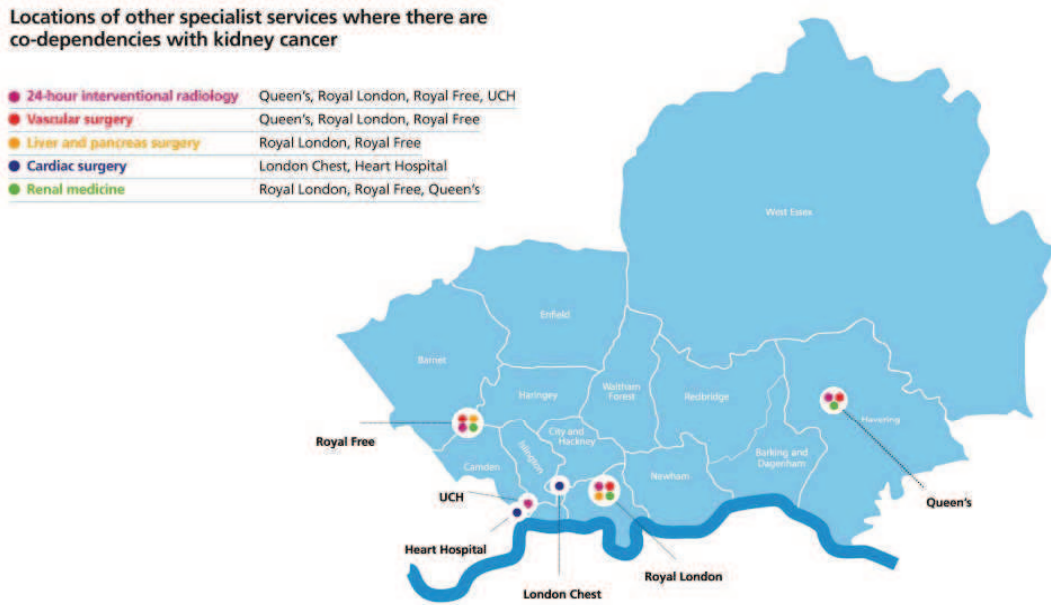
Kidney cancer

Kidney cancer surgery is very complex and there can be serious complications. Surgery should take place near services such as 24-hour interventional radiology and vascular surgery so that they can respond to critical life threatening complications (such as haemorrhage).

The kidneys are close to other organs so kidney cancer surgery should ideally be carried out in a hospital with liver and pancreas surgeons. Kidney cancer can spread through blood vessels to the heart; the ability to enlist specialist assistance of a cardiac surgeon during surgery can be vital and life-saving.

Kidney cancer surgery should also take place in a hospital that has renal medicine and dialysis facilities; some patients will need their kidneys to be supported by dialysis during and after their surgery.

Being near these services is more important for kidney cancer surgery than being in the same hospital as prostate and bladder surgeons.

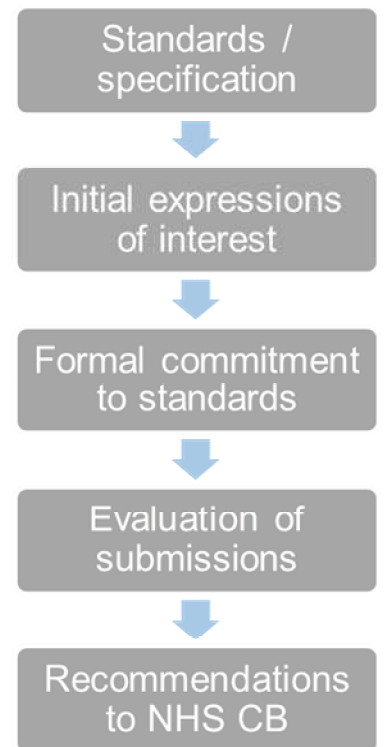


Process for identifying recommended locations

A group of doctors, nurses and patients from across *London Cancer* has developed a clear specification and standards for the care that we would expect from local and specialist units caring for bladder and prostate and kidney cancer patients¹².

London Cancer has started discussions with NHS hospital trusts currently providing urological cancer surgical services about how they could work together to implement the proposed model of care for North Central and North East London and West Essex. Expressions of interest have been submitted by hospital providers that are committed to delivering the criteria set out in the urological cancer service specification.

For the specialist centres, initial expressions of interest for prostate and bladder cancer surgery were received from University College London Hospitals NHS Foundation Trust and Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT). Following discussions and wide clinical engagement in December, only University College London Hospital submitted a formal commitment to provide the specialist centre for bladder and prostate surgery.



¹² London Cancer, *Service specification for urological cancers*, 2012

Initial expressions of interest for specialist kidney cancer surgery were received from BHRUT, Barts Health NHS Trust and The Royal Free London NHS Foundation Trust. Following discussions and wide clinical engagement in December, two trusts have formally expressed an interest in providing specialist kidney cancer surgery. Clinicians are continuing to discuss the preferred locations of centres, taking into account the required standards to meet the specification and locations of other key services to make sure that patients have the best and safest possible surgery.

On the basis of these expressions of interest, recommendations are being developed by *London Cancer* to commissioners of cancer services. Further information about the recommendations will follow in February.

No decisions will be made until after wider engagement has taken place to understand views on the proposed model of care for urological cancer services. Following engagement, decisions will be made by the NHS Commissioning Board and will be based on which hospitals are best placed to provide truly world class service in future.

11. How will we know that things are better?

To be a specialist or local urological cancer unit, hospitals would need to commit to meeting the standards required. We would need to be absolutely sure that the changes that we introduce make things better.

To do this, we will measure the quality of our care prior to any changes being implemented, and at intervals during and after any changes.

Clinicians will be developing, together with patients, GPs and commissioners, a series of metrics against which improvements to care can be measured and regularly reported on.

12. Next steps

This case for change document builds on the framework of the *Model of Care* and outlines ideas for how we believe we can improve services for bladder, prostate and kidney cancers.

We are now sharing this case for change with local patient and public representatives, local authorities, clinicians and other groups. We welcome any views or feedback on our ideas for improving services.

*We are sharing our
recommendations and
seek your views*

We are holding a series of engagement events between January and March 2013 which will be an opportunity for clinicians, patients and the public and local groups to discuss the recommendations and have their say. We will also formally discuss the recommendations with clinical commissioning groups and health overview and scrutiny committees. Following discussion with local stakeholders, clinicians will consider feedback from engagement and then finalise their recommendations for change.

If you would like to get involved, please email cancer@elc.nhs.uk

Glossary

Brachytherapy

A type of internal radiotherapy, which involves putting a solid radioactive material close to, or inside, the tumour.

Dialysis

A form of treatment in which a machine replicates many of the kidney's functions.

Interventional radiology

Techniques that rely on the use of x-ray images to guide treatment.

Molecular pathology

Use of molecular and genetic approaches to identify and classify tumours through examining molecules within organs, tissues or bodily fluids.

Multidisciplinary team

A group of doctors, nurses and others with expertise in a specific cancer, who together, discuss and manage an individual patient's care at diagnosis and other times.

Renal medicine

The medical specialty dealing with kidney function and diseases.

Specialist or complex surgery

A technical procedure that's difficult to learn and hard to sustain. Cystectomy and prostatectomy are examples of urological surgery that is complex.

Targeted therapies

Drugs or other substances that block the growth and spread of cancer by interfering with specific molecules involved in tumour growth and progression.

Tissue banking

Live tissue taken from tumours during surgery, for the purposes of medical research and education.

Urology

The medical specialty concerned with the urinary system in males and females and the reproductive system in males.

Vascular surgery

The surgical specialty concerned with the blood vessels.

Appendix 1: Service specification for surgery for prostate, bladder and kidney cancers

The following table outlines which elements of urological cancer surgery are proposed to be centralised in the specialist centres, and which surgery will take place in the local units. Note that this is small element of the whole patient pathway.

Pelvic (bladder and prostate) cancers

POINT IN THE SURGICAL PATHWAY	LOCAL PROSTATE/BLADDER UNIT	SPECIALIST PROSTATE/BLADDER CENTRE(S)
Assessment	<ul style="list-style-type: none"> Carries out pre-operative assessment 	
Treatment for prostate cancer	<ul style="list-style-type: none"> Carries out trans-urethral resection of the prostate (TURP) Does not carry out radical prostatectomies (removal of prostate) 	<ul style="list-style-type: none"> Carries out radical prostatectomies (removal of prostate) Pelvic lymph node surgery Capacity for robotic surgery
Treatment for bladder cancer	<ul style="list-style-type: none"> Trans-urethral resection carried out by nominated surgeons only Does not carry out radical cystectomies (removal of bladder) 	<ul style="list-style-type: none"> Carries out radical cystectomies (removal of bladder) and bladder substitution Pelvic lymph node surgery Carries out bladder reconstruction Small number of benign cystectomies Capacity for robotic surgery

Renal (kidney) cancers

POINT IN THE SURGICAL PATHWAY	LOCAL RENAL UNIT	SPECIALIST RENAL SURGERY CENTRE(S)
Assessment	<ul style="list-style-type: none"> Carries out pre-operative assessment 	
Treatment of T1 and T2 disease*	<ul style="list-style-type: none"> Does not carry out partial nephrectomies (surgery that spares part of the affected kidney) or nephro-ureterectomies May carry out some radical nephrectomies (removal of kidney) as agreed by specialist MDT and performed by specialist surgeons (i.e. those treating T3 and T4 disease at specialist centre) 	<ul style="list-style-type: none"> Carries out appropriate surgery, including all nephron-sparing surgery (surgery that spares part of the affected kidney); partial nephrectomies and nephro-ureterectomies, with specialist team Benign renal surgery, renal pelvis surgery, ureteric surgery Capacity for robotic surgery
Treatment of T3 and T4 disease*	Carries out palliative treatments only	<ul style="list-style-type: none"> Carries out appropriate surgery with specialist team Retroperitoneal lymph node dissection for testicular cancer Radical Nephrectomies Capacity for robotic surgery

T1, T2, T3 and T4 disease relates to the stage of the cancer (the size and spread). T1 is generally early stage cancer, and T4 is advanced.

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Specialist urological cancer centres

The clinical evidence

INTRODUCTION

The purpose of this paper is to summarise the clinical evidence base that supports the case for change being made for urological cancer services in north central and north east London. The case for change can be found on [London Cancer's website here](#). Whilst it is by no means an exhaustive search of the literature, it does show that there is a broad evidence base in support of the changes to services that are being proposed, that demonstrates improved outcomes related to both higher surgeon as well as higher hospital volumes. Abstracts from the journals are attached, with a summary of their key findings in the paragraphs below. These have been organised to show:

- A general volume-outcome relationship in surgery
- A volume-outcome relationship in cancer surgery
- A volume-outcome relationship in urological surgery, renal and bladder
- A volume-outcome relationship in prostate cancer surgery, both for robotic assisted radical prostatectomy and open radical prostatectomy.

For further information, please contact *London Cancer* by email at contact@londoncancer.org or by telephone on 020 3108 2334.

1. The volume-outcome relationship

Since the 1970s studies have been examining the effect that the number of procedures that surgeons carry out has on the risk of death of the patients that they operate on. One study from 1979 noted that the mortality rates associated with some surgical procedures decreased with increasing number of operations and suggested that the data supported the value of centralisation by region for certain operations¹. Since then the relationship between the number of patients operated on by a surgeon each year ('surgical volumes'), the number of patients operated on at a hospital each year ('hospital volumes'), and the outcomes of operations for the patients has been a rich vein of research.

2. The volume-outcome relationship in cancer

A study from the late 1990s supported the hypothesis that when complex cancer operations are provided by surgical teams in hospitals with specialty expertise, mortality rates are lower².

A 2000 review of the literature in this area shows that most support a positive volume outcome relationship in initial cancer treatment³. It concluded that the literature suggests that, for all forms of cancer, efforts to concentrate its care would be appropriate.

A systematic review from 2002 concluded that high hospital and surgeon volumes are associated with better outcomes across a wide range of procedures, including cancer surgery⁵.

Another review of the literature, this time in 2005, noted that high-volume providers have significantly better outcomes for complex cancer surgery⁸.

A US analysis of trends concluded that increasing hospital and surgeon volumes explain much of the decline over time in inpatient mortality for five of the six cancer operations studied⁹. This study recommended that concentrating cancer resections among high-volume providers should lead to further reduction in inpatient mortality.

A 2008 study, again from the US, revealed large disparities in perioperative mortality between lowest- and highest-volume centers¹¹. It concluded that there were a large number of potentially avoidable deaths each year, if outcomes at low-volume hospitals were improved to the level of highest volume centres. The study concluded that there were significant lessons to be learned from the way that high-volume hospitals care for patients in the perioperative period but did not advocate consolidation into high volume centres.

A recent study on the effect of volume on survival concluded that, after adjusting for differences in the case mix, cancer patients treated by low-volume surgeons in low-volume hospitals had poorer 5-year survival rates²⁹.

3. The volume-outcome relationship in urological cancer

A 2004 systematic review concluded that outcomes after radical prostatectomy and cystectomy are on average likely to be better if these procedures are performed by and at high volume providers⁶. This review found the evidence for a similar effect in radical nephrectomy unclear.

A separate review in 2004 stated that the evidence that high volume hospitals have better outcomes from various types of urological cancer surgery was increasing⁷. It concluded that the ultimate implication of these studies was that centralising health care may yield better outcomes from urological cancer operations. It noted that this would be controversial and suggested that another approach would be to determine key factors that are the drivers behind better outcomes at high-volume centres and attempt to transfer those characteristics to lower-volume centres.

A recent study from 2012 concluded that higher volume surgeons perform partial nephrectomy more often, show a lower complication rate and may have a lower in-hospital mortality rate than lower volume surgeons²⁴.

Another study from last year, this time into bladder cancer, concluded that ninety-day cumulative mortality after cystectomy for bladder cancer was significant and may be associated with hospital cystectomy volume²¹.

A further study from 2012 stated that after adjustment for patient and disease characteristics, the relationship between surgeon volume and survival after radical cystectomy is accounted for by hospital volume²⁵. It concluded that, in contrast, hospital volume remained an independent predictor of survival, suggesting that structure and process characteristics of high volume hospitals drive long-term outcomes after radical cystectomy.

The overwhelming majority of the literature on the effect of the volume-outcome relationship in urological cancer is with regard to radical prostatectomy.

4. The volume-outcome relationship in radical prostatectomy (RP)

A 2000 US study concluded that hospital volumes are inversely related to in-hospital mortality, length of stay and total hospital charges after radical prostatectomy⁴.

A study from 2007 noted that as a surgeon's experience increases, cancer control after radical prostatectomy improves, and speculated that this was because of improved surgical technique¹⁰.

A study the following year concluded that increasing hospital and surgeon volume were associated with a decreased risk of most complications after radical prostatectomy¹².

A review of the literature published in 2008 stated that higher provider volumes are associated with better outcomes after radical prostatectomy¹³. It advocated a greater understanding of factors leading to this volume-outcome relationship, and research into the potential benefits and harms of increased regionalisation.

In 2009, a study was published that concluded that increasing surgical experience was associated with substantial reductions in cancer recurrence after laparoscopic radical prostatectomy, but that improvements in outcome seemed to accrue more slowly than for open surgery¹⁴.

An international multicentre study concluded that the learning curve for surgical margins after laparoscopic radical prostatectomy reaches a plateau at approximately 200 to 250 cases¹⁶. It also noted that prior open experience and surgeon generation did not improve the margin rate, suggesting that the rate was primarily a function of specifically laparoscopic training and experience.

An English study from 2010 showed a significant inverse correlation between provider volume (hospital and surgeon) and outcome (in-hospital mortality and hospital stay) for radical prostatectomy¹⁷. It concluded that this supported the centralisation of care for complex radical procedures, including radical prostatectomy.

A 2010 review concluded that, across multiple outcome metrics, there is a pervasive association between higher hospital radical prostatectomy case volume and improved outcomes¹⁸. It suggested that increasing individual surgeon volume may also portend better outcomes, not only perioperatively, but even with respect to long-term cancer control and urinary function. The authors noted that the studies reviewed showed an impressive magnitude of effect and demonstrated an impact on outcome that was proportional to surgical volume.

A study in a single hospital institution showed that significant heterogeneity in functional outcomes existed between surgeons after RP¹⁹. It showed that, contrary to hypothesis, functional preservation does not appear to come at the expense of cancer control; rather, both are related to surgical quality.

A study of RP at academic versus non-academic institutions showed that, even after adjusting for annual hospital caseload, radical prostatectomy performed at academic institutions is associated with better outcomes than radical prostatectomy performed at non-academic institutions²⁰.

A European study from 2012 showed that patients undergoing robotic assisted RP compared with open RP were less likely to receive a blood transfusion, to experience an intraoperative complication or a postoperative complication, or have a prolonged length of stay²².

A head to head comparison of the effect of hospital volume versus surgeon volume on outcomes following RP showed that both are strongly correlated with postoperative outcomes following RP²³. The study suggested however that hospital volume matters more than surgical volume, especially for older and sicker individuals, who are at high-risk of complications.

A US comparison of robotic assisted RP (RARP) versus open RP (ORP) showed that overall robotic assisted RP patients experienced lower rates of adverse outcomes than open RP patients²⁶. It concluded that across equivalent volume quartiles, robotic assisted RP outcomes were generally favourable. Nonetheless, it also concluded that low volume institutions (average 26.2 RARP and 5 ORP cases) experienced inferior outcomes relative to very high volume centres (average 579 RARP and 151 ORP cases) irrespective of approach.

A 2012 study on the effect of surgeon and hospital volume on RP costs showed that selective referral to high volume radical prostatectomy surgeons operating at intermediate and high volume hospitals nets significant cost savings²⁷. However, higher radical prostatectomy hospital volume was associated with greater costs for low and intermediate volume radical prostatectomy surgeons.

In addition, a further 2012 US study concluded that higher volume hospitals showed fewer complications and lower costs than low volume hospitals on a national basis²⁸. It concluded that these findings supported referral to high volume centres for robot-assisted laparoscopic radical prostatectomy to decrease complications and costs.

1	Should Operations be Regionalized? The Empirical Relation between Surgical Volume and Mortality
Author(s)	Harold S. Luft, PhD, John P. Bunker, MD, and Alain C. Enthoven, PhD
Journal	The New England Journal of Medicine 1979;301:1364–1369
Filename	1979_NEJM_Luft et al
Abstract	<p>This study examines mortality rates for 12 surgical procedures of varying complexity in 1498 hospitals to determine whether there is a relation between a hospital's surgical volume and its surgical mortality. The mortality of open-heart surgery, vascular surgery, transurethral resection of the prostate, and coronary bypass decreased with increasing number of operations. Hospitals in which 200 or more of these operations were done annually had death rates, adjusted for case mix, 25 to 41 per cent lower than hospitals with lower volumes. For other procedures, the mortality curve flattened at lower volumes. For example, hospitals doing 50 to 100 total hip replacements attained a mortality rate for this procedure almost as low as that of hospitals doing 200 or more. Some procedures, such as cholecystectomy, showed no relation between volume and mortality. The results may reflect the effect of volume or experience on mortality, or referrals to institutions with better outcomes, as well as a number of other factors, such as patient selection. Regardless of the explanation, these data support the value of regionalization for certain operations.</p>

2	Impact of hospital volume on operative mortality for major cancer surgery
Author(s)	Begg CB, Cramer LD, Hoskins WJ, Brennan MF
Journal	The Journal of the American Medical Association, November 25, 1998 – Vol 280, No. 20
Filename	1998_JAMA_Begg et al
Abstract	<p>Context: Hospitals that treat a relatively high volume of patients for selected surgical oncology procedures report lower surgical in-hospital mortality rates than hospitals with a low volume of the procedures, but the reports do not take into account length of stay or adjust for case mix.</p> <p>Objective: To determine whether hospital volume was inversely associated with 30-day operative mortality, after adjusting for case mix.</p> <p>Design AND SETTING: Retrospective cohort study using the Surveillance, Epidemiology, and End Results (SEER)-Medicare linked database in which the hypothesis was prospectively specified. Surgeons determined in advance the surgical oncology procedures for which the experience of treating a larger volume of patients was most likely to lead to the knowledge or technical expertise that might offset surgical fatalities.</p> <p>Patients: All 5013 patients in the SEER registry aged 65 years or older at cancer diagnosis who underwent pancreatectomy, esophagectomy, pneumonectomy, liver resection, or pelvic exenteration, using incident cancers of the pancreas, esophagus, lung, colon, and rectum, and various genitourinary cancers diagnosed between 1984 and 1993.</p> <p>Main outcome measure: Thirty-day mortality in relation to procedure volume, adjusted for comorbidity, patient age, and cancer stage.</p> <p>Results: Higher volume was linked with lower mortality for pancreatectomy (P=.004), esophagectomy (P<.001), liver resection (P=.04), and pelvic exenteration (P=.04), but not for pneumonectomy (P=.32). The most striking results were for esophagectomy, for which the operative mortality rose to 17.3% in low-volume hospitals, compared with 3.4% in high-volume hospitals, and for pancreatectomy, for which the corresponding rates were 12.9% vs 5.8%. Adjustments for case mix and other patient factors did not change the finding that low volume was strongly associated with excess mortality.</p> <p>Conclusions: These data support the hypothesis that when complex surgical oncologic procedures are provided by surgical teams in hospitals with specialty expertise, mortality rates are lower.</p>

3	Hospital and Physician Volume or Specialization and Outcomes in Cancer Treatment: Importance in Quality of Cancer Care
Author(s)	Bruce E. Hillner, Thomas J. Smith, and Christopher E. Desch
Journal	Journal of Clinical Oncology, Vol 18, No 11 (June), 2000: pp 2327-2340
Filename	2000_JCO_Hillner et al
Abstract	<p>Purpose: To conduct a comprehensive review of the health services literature to search for evidence that hospital or physician volume or specialty affects the outcome of cancer care.</p> <p>Methods: We reviewed the 1988 to 1999 MEDLINE literature that considered the hypothesis that higher volume or specialization equals better outcome in processes or outcomes of cancer treatments.</p> <p>Results: An extensive, consistent literature that supported a volume-outcome relationship was found for cancers treated with technologically complex surgical procedures, eg, most intra-abdominal and lung cancers. These studies predominantly measured in-hospital or 30-day mortality and used the hospital as the unit of analysis. For cancer primarily treated with low-risk surgery, there were fewer studies. An association with hospital and surgeon volume in colon cancer varied with the volume threshold. For breast cancer, British studies found that physician specialty and volume were associated with improved long-term outcomes, and the single American report showed an association between hospital volume of initial surgery and better 5-year survival. Studies of nonsurgical cancers, principally lymphomas and testicular cancer, were few but consistently showed better long-term outcomes associated with larger hospital volume or specialty focus. Studies in recurrent or metastatic cancer were absent. Across studies, the absolute benefit from care at high-volume centers exceeds the benefit from break-through treatments.</p> <p>Conclusion: Although these reports are all retrospective, rely on registries with dated data, rarely have predefined hypotheses, and may have publication and self-interest biases, most support a positive volume outcome relationship in initial cancer treatment. Given the public fear of cancer, its well-defined first identification, and the tumor-node-metastasis taxonomy, actual cancer care should and can be prospectively measured, assessed, and benchmarked. The literature suggests that, for all forms of cancer, efforts to concentrate its initial care would be appropriate.</p>

4	The Effect of Hospital Volume on Mortality and Resource Use After Radical Prostatectomy
Author(s)	Lars M. Ellison, John A. Heaney and John D. Birkmeyer
Journal	The Journal of Urology Vol. 163, 867–869, March 2000
Filename	2000_JUrol_Ellison et al
Abstract	<p>Purpose: The value of radical prostatectomy for patients with prostate cancer depends on low morbidity and mortality. We assessed whether patient outcome is associated with how many of these procedures are performed at hospitals yearly.</p> <p>Materials and Methods: Using the Nationwide Inpatient Sample, which is a stratified probability sample of American hospitals, we identified 66,693 men who underwent radical prostatectomy between 1989 and 1995. Cases were categorized into volume groups according to hospital annual rate of radical prostatectomies performed, including low—fewer than 25, medium—25 to 54 and high—greater than 54. We performed multivariate logistic regression to control for patient characteristics when assessing the associations of hospital volume, in-hospital mortality and resource use.</p> <p>Results: Overall adjusted in-hospital mortality after radical prostatectomy was relatively low (0.25%). However, patients at low volume centers were 78% more likely to have in-hospital mortality than those at high volume centers (adjusted odds ratio 1.78, 95% confidence interval 1.7 to 2.6). Overall length of stay decreased at all hospitals between 1989 and 1995. However, average length of stay was longer and total hospital charges were higher at low than at high volume centers (7.3 versus 6.1 days, $p < 0.0001$, and \$15,600 versus \$13,500, $p < 0.0001$, respectively).</p> <p>Conclusions: Hospital volumes inversely related to in-hospital mortality, length of stay and total hospital charges after radical prostatectomy. Further study is necessary to examine the association of hospital volume with other important outcomes, including incontinence, impotence and long-term patient survival after radical prostatectomy.</p>

5	Is Volume Related to Outcome in Health Care? A Systematic Review and Methodologic Critique of the Literature
Author(s)	Ethan A. Halm, MD, MPH; Clara Lee, MD, MPP; and Mark R. Chassin, MD, MPP, MPH
Journal	Annals of Internal Medicine 2002;137:511-520
Filename	2002_AIM_Halm et al
Abstract	<p>Purpose: To systematically review the methodologic rigor of the research on volume and outcomes and to summarize the magnitude and significance of the association between them.</p> <p>Data Sources: The authors searched MEDLINE from January 1980 to December 2000 for English-language, population-based studies examining the independent relationship between hospital or physician volume and clinical outcomes. Bibliographies were reviewed to identify other articles of interest, and experts were contacted about missing or unpublished studies.</p> <p>Study Selection: Of 272 studies reviewed, 135 met inclusion criteria and covered 27 procedures and clinical conditions.</p> <p>Data Extraction: Two investigators independently reviewed each article, using a standard form to abstract information on key study characteristics and results.</p> <p>Data Synthesis: The methodologic rigor of the primary studies varied. Few studies used clinical data for risk adjustment or examined effects of hospital and physician volume simultaneously. Overall, 71% of all studies of hospital volume and 69% of studies of physician volume reported statistically significant associations between higher volume and better outcomes. The strongest associations were found for AIDS treatment and for surgery on pancreatic cancer, esophageal cancer, abdominal aortic aneurysms, and pediatric cardiac problems (a median of 3.3 to 13 excess deaths per 100 cases were attributed to low volume). Although statistically significant, the volume–outcome relationship for coronary artery bypass surgery, coronary angioplasty, carotid endarterectomy, other cancer surgery, and orthopedic procedures was of much smaller magnitude. Hospital volume–outcome studies that performed risk adjustment by using clinical data were less likely to report significant associations than were studies that adjusted for risk by using administrative data.</p> <p>Conclusions: High volume is associated with better outcomes across a wide range of procedures and conditions, but the magnitude of the association varies greatly. The clinical and policy significance of these findings is complicated by the methodologic shortcomings of many studies. Differences in case mix and processes of care between high- and low-volume providers may explain part of the observed relationship between volume and outcome.</p>

6	A Systematic Review and Critique of the Literature Relating Hospital or Surgeon Volume to Health Outcomes for 3 Urological Cancer Procedures
Author(s)	Martin Nuttall, Jan Van Der Meulen, Nirree Phillips, Carlos Sharpin, David Gillatt, Gregor McIntosh and Mark Emberton
Journal	The Journal of Urology Vol. 172, 2145–2152, December 2004
Filename	2004_JUrol_Nuttall et al
Abstract	<p>Purpose: We performed a systematic review and critique of the literature of the relationship between hospital or surgeon volume and health outcomes in patients undergoing radical surgery for cancer of the bladder, kidney or prostate.</p> <p>Materials and Methods: Four electronic databases were searched to identify studies that describe the relationship between hospital or surgeon volume and health outcomes.</p> <p>Results: All included studies were performed in North America. A total of 12 studies were found that related hospital volume to outcomes. For radical prostatectomy and cystectomy all 8 included studies showed improvement in at least 1 outcome measure with increasing volume and never deterioration. For nephrectomy the 4 included studies produced conflicting results. Four studies were found that related surgeon volume to outcomes. All radical prostatectomy and cystectomy studies showed that some outcomes were better with higher surgeon volume and never deterioration. We did not find any studies of the effect of surgeon volume on outcomes after nephrectomy. The 3 studies of the combined effect of hospital and surgeon volume on outcomes after radical prostatectomy or cystectomy suggest that high volume hospitals have better outcomes, in part because of the effect of surgeon volume and vice versa.</p> <p>Conclusions: Outcomes after radical prostatectomy and cystectomy are on average likely to be better if these procedures are performed by and at high volume providers. For radical nephrectomy the evidence is unclear. The impact of volume based policies (increasing volume to improve outcomes) depends on the extent to which “practice makes perfect” explains the observed results. Further studies should explicitly address selective referral and confounding as alternative explanations. Longitudinal studies should be performed to evaluate the impact of volume based policies</p>

7	The Volume/Outcome Relationship in Urologic Cancer Surgery
Author(s)	Fadi N. Joudi, Badrinath R. Konety
Journal	Supportive Cancer Therapy, Volume 2, Number 1 , October 2004
Filename	2004_SCT_Joudi & Konety
Abstract	<p>There is growing evidence in the literature of the association between higher hospital and surgeon volume and better outcomes from high-risk surgical procedures. A Medline search of the literature from 1966 to 2004 was performed using the keywords "outcome," "urology," "neoplasms," "volume," "hospital volume," "surgeon volume," "prostatectomy," "cystectomy," "nephrectomy," "prostate cancer," "bladder cancer," "kidney cancer," and "testis cancer." The relevant articles were reviewed and discussed in reference to each urologic cancer. Several studies have shown that higher hospital volume is associated with better outcomes for all urologic cancer surgeries. An association between postoperative mortality/morbidity and hospital and surgeon volumes was established. Individual surgeon volume is also a predictor of the quality and completeness of certain procedures such as radical prostatectomy. Long-term survival from cancer such as testicular cancer can be impacted by provider and institution volume. The evidence that high volume hospitals have better outcomes from various types of urologic cancer surgery is increasing. The ultimate implication of these studies is that centralizing health care may yield better outcomes from urologic cancer surgeries. This is controversial and will have major health policy implications. Another approach would be to determine key factors that are the drivers behind better outcomes at high-volume centers and attempt to transfer those characteristics to lower-volume centers, thereby improving outcomes globally across all volume levels.</p>

8	Provider volume and outcomes for oncological procedures
Author(s)	S.D. Killeen, M. J.O’Sullivan, J. C. Coffey, W.O. Kirwan and H. P. Redmond
Journal	British Journal of Surgery 2005; 92: 389–402
Filename	2005_BJS_Killeen et al
Abstract	<p>Background: Oncological procedures may have better outcomes if performed by high-volume providers.</p> <p>Methods: A review of the English language literature incorporating searches of the Medline, Embase and Cochrane collaboration databases was performed. Studies were included if they involved a patient cohort from 1984 onwards, were community or population based, and assessed health outcome as a dependent variable and volume as an independent variable. The studies were also scored quantifiably to assess generalizability with respect to any observed volume–outcome relationship and analysed according to organ system; numbers needed to treat were estimated where possible.</p> <p>Results: Sixty-eight relevant studies were identified and a total of 41 were included, of which 13 were based on clinical data. All showed either an inverse relationship, of variable magnitude, between provider volume and mortality, or no volume–outcome effect. All but two clinical reports revealed a statistically significant positive relationship between volume and outcome; none demonstrated the opposite.</p> <p>Conclusion: High-volume providers have a significantly better outcome for complex cancer surgery, specifically for pancreatectomy, oesophagectomy, gastrectomy and rectal resection.</p>

9	Trends in Hospital and Surgeon Volume and Operative Mortality for Cancer Surgery
Author(s)	Vivian Ho, PhD, Martin J. Heslin, MD, Huifeng Yun, MSc, and Lee Howard, BS
Journal	Annals of Surgical Oncology, 13(6): 851)858
Filename	2006_ASO_Ho et al
Abstract	<p>Background: We measured 13-year trends in operative mortality for six cancer resections. We then examined whether these trends are driven by changes in hospital and surgeon volume or by changes that occurred among all providers, regardless of volume.</p> <p>Methods: We analyzed administrative discharge data on patients who received one of six cancer resections in Florida, New Jersey, and New York for three time periods: 1988 to 1991, 1992 to 1996, and 1997 to 2000. Descriptive statistics and nested regression models were used to test for changes in the association between inpatient mortality and annual hospital and annual surgeon volume over time, adjusting for patient and hospital characteristics.</p> <p>Results: Unadjusted inpatient mortality rates for the six cancer resections declined between .8 and 4.0 percentage points between the time periods 1988 to 1991 and 1997 to 2000. Over this time period, annual hospital and surgeon volumes for the six cancer operations increased an average of 24.3% and 24.2%, respectively. The logistic regressions indicated a relatively stable relationship over time between both increased hospital and surgeon volume and lower inpatient mortality. Simulations suggest that increases in hospital and surgeon procedure volume over time led to a reduction in inpatient mortality ranging from .1 percentage points for rectal cancer to 2.3 percentage points for pneumonectomy.</p> <p>Conclusions: Persistence of the volume-outcome relation and increasing hospital and surgeon volumes explain much of the decline over time in inpatient mortality for five of the six cancer operations studied. Concentrating cancer resections among high-volume providers should lead to further reduced inpatient mortality.</p>

10	The Surgical Learning Curve for Prostate Cancer Control After Radical Prostatectomy
Author(s)	Andrew J . Vickers , Fernando J . Bianco , Angel M . Serio , James A . Eastham , Deborah Schrag , Eric A . Klein , Alwyn M . Reuther , Michael W . Kattan , J. Edson Pontes , Peter T . Scardino
Journal	Journal of the National Cancer Institute Vol. 99, Issue 15, August 1, 2007
Filename	2007_JNCI_Vickers et al
Abstract	<p>Background: The learning curve for surgery — i.e., improvement in surgical outcomes with increasing surgeon experience — remains primarily a theoretical concept; actual curves based on surgical outcome data are rarely presented. We analyzed the surgical learning curve for prostate cancer recurrence after radical prostatectomy.</p> <p>Methods: The study cohort included 7765 prostate cancer patients who were treated with radical prostatectomy by one of 72 surgeons at four major US academic medical centers between 1987 and 2003. For each patient, surgeon experience was coded as the total number of radical prostatectomies performed by the surgeon before the patient ' s operation. Multivariable survival – time regression models were used to evaluate the association between surgeon experience and prostate cancer recurrence, defined as a serum prostate specific antigen (PSA) of more than 0.4 ng/mL followed by a subsequent higher PSA level (i.e., bio - chemical recurrence), with adjustment for established clinical and tumor characteristics. All P values are two-sided.</p> <p>Results: The learning curve for prostate cancer recurrence after radical prostatectomy was steep and did not start to plateau until a surgeon had completed approximately 250 prior operations. The predicted probabilities of recurrence at 5 years were 17.9% (95% confidence interval [CI] = 12.1% to 25.6%) for patients treated by surgeons with 10 prior operations and 10.7% (95% CI = 7.1% to 15.9%) for patients treated by surgeons with 250 prior operations (difference = 7.2%, 95% CI = 4.6% to 10.1%; P <.001). This finding was robust to sensitivity analysis; in particular, the results were unaffected if we restricted the sample to patients treated after 1995, when stage migration related to the advent of PSA screening appeared largely complete.</p> <p>Conclusions: As a surgeon's experience increases, cancer control after radical prostatectomy improves, presumably because of improved surgical technique. Further research is needed to examine the specific techniques used by experienced surgeons that are associated with improved outcomes.</p>

11	Directing Surgical Quality Improvement Initiatives: Comparison of Perioperative Mortality and Long-Term Survival for Cancer Surgery
Author(s)	Karl Y. Bilimoria, David J. Bentrem, Joseph M. Feinglass, Andrew K. Stewart, David P. Winchester, Mark S. Talamonti, and Clifford Y. Ko
Journal	Journal of Clinical Oncology 26:4626-4633, 2008
Filename	2008_JClinOnc_Bilimoria et al
Main conclusion	<p>Purpose: Quality-improvement initiatives are being developed to decrease volume-based variability in surgical outcomes. Resources for national and hospital quality-improvement initiatives are limited. It is unclear whether quality initiatives in surgical oncology should focus on factors affecting perioperative mortality or long-term survival. Our objective was to determine whether differences in hospital surgical volume have a larger effect on perioperative mortality or long-term survival using two methods.</p> <p>Patients and Methods: From the National Cancer Data Base, 243,103 patients who underwent surgery for nonmetastatic colon, esophageal, gastric, liver, lung, pancreatic, or rectal cancer were identified. Multivariable modeling was used to evaluate 60-day mortality and 5-year conditional survival (excluding perioperative deaths) across hospital volume strata. The number of potentially avoidable perioperative and long-term deaths were calculated if outcomes at low-volume hospitals were improved to those of the highest-volume hospitals.</p> <p>Results: Risk-adjusted perioperative mortality and long-term conditional survival worsened as hospital surgical volume decreased for all cancer sites, except for liver resections where there was no difference in survival. When comparing low- with high-volume hospitals, the hazard ratios for perioperative mortality were substantially larger than for long-term survival. However, the number of potentially avoidable deaths each year in the United States, if outcomes at low-volume hospitals were improved to the level of highest volume centers, was significantly larger for long-term survival.</p> <p>Conclusion: Although the magnitude of the hazard ratios implies that quality-improvement efforts should focus on perioperative mortality, a larger number of deaths could be avoided by focusing quality initiatives on factors associated with long-term survival.</p>
Other conclusions	<p>There are large disparities in perioperative mortality between lowest- and highest-volume centers. This implies that there are significant lessons that can be learned from the way high-volume hospitals care for patients in the perioperative period. The differences in long-term survival between high- and low-volume hospitals may appear marginal when examining the hazard ratios; however, we found that the absolute number of potentially avoidable deaths was considerably larger long-term. Thus, small improvements in factors affecting long term outcomes will potentially affect a larger number of patients and save more lives.</p> <p>Rather than regionalizing or centralizing care for all complex cancer resections, identifying hospital structural characteristics and processes of care affecting outcomes and transference to low-volume centers represents a mechanism to improve outcomes for most cancer resections at lower-volume hospitals</p>

12	Impact of hospital and surgeon volume on mortality and complications after prostatectomy
Author(s)	Alibhai SM, Leach M, Tomlinson G.
Journal	The Journal of Urology 2008 Jul;180(1):155-62
Filename	2008_JUrol_Alibhai et al
Abstract	<p>Purpose: It remains controversial whether short-term surgical complications after radical prostatectomy can be decreased by increasing surgeon or hospital procedural volume. We determined whether hospital or surgeon volumes impacted various short-term surgical complications.</p> <p>Materials and methods: We examined in-hospital mortality and complications following radical prostatectomy in all 25,404 men who underwent this surgery across 8 provinces in Canada between 1990 and 2001. Bayesian multilevel logistic regression models were used, adjusting for patient age, comorbidity, surgery year, and hospital and surgeon volume, while accounting for clustering by surgeon and hospital.</p> <p>Results: Overall 50 men (0.2%) died and 5,087 (20.0%) had 1 or more in-hospital complications following surgery. In models adjusted for age, comorbidity and surgery year hospital volume was associated with in-hospital mortality ($p = 0.037$). In adjusted models doubling hospital volume was associated with a decreased risk of any, cardiac, respiratory, vascular, genitourinary, miscellaneous medical and miscellaneous surgical complications (each $p < 0.001$), although not wound/bleeding complications ($p = 0.40$). Similarly doubling surgical volume was associated with a decreased risk of any, respiratory, wound/bleeding, genitourinary, miscellaneous medical and miscellaneous surgical complications (each $p < 0.01$), although not cardiac and vascular complications ($p = 0.58$ and 0.17, respectively). Adjustment for clustering led to nonsignificant effects of hospital volume on miscellaneous surgical complications, and of surgeon volume on miscellaneous medical and miscellaneous surgical complications. However, this did not alter other findings.</p> <p>Conclusions: Increasing hospital and surgeon volume are associated with a decreased risk of most complications after radical prostatectomy even after adjusting for the effects of clustering.</p>

13	Association Between Hospital and Surgeon Radical Prostatectomy Volume and Patient Outcomes: A Systematic Review
Author(s)	Timothy J. Wilt, Tatyana A. Shamliyan, Brent C. Taylor, Roderick MacDonald and Robert L. Kane
Journal	The Journal of Urology Vol. 180, 820-829, September 2008
Filename	2008_JUrol_Wilt et al
Abstract	<p>Purpose: We examined the association between hospital and surgeon volume, and patient outcomes after radical prostatectomy.</p> <p>Materials and Methods: Databases were searched from 1980 to November 2007 to identify controlled studies published in English. Information on study design, hospital and surgeon annual radical prostatectomy volume, hospital status and patient outcome rates were abstracted using a standardized protocol. Data were pooled with random effects models.</p> <p>Results: A total of 17 original investigations reported patient outcomes in categories of hospital and/or surgeon annual number of radical prostatectomies, and met inclusion criteria. Hospitals with volumes above the mean (43 radical prostatectomies per year) had lower surgery related mortality (rate of difference 0.62, 95% CI 0.47–0.81) and morbidity (rate difference 9.7%, 95% CI 15.8, 3.6). Teaching hospitals had an 18% (95% CI 26, 9) lower rate of surgery related complications. Surgeon volume was not significantly associated with surgery related mortality or positive surgical margins. However, the rate of late urinary complications was 2.4% lower (95% CI 5, 0.1) and the rate of long-term incontinence was 1.2% lower (95% CI 2.5, 0.1) for each 10 additional radical prostatectomies performed by the surgeon annually. Length of stay was lower, corresponding to surgeon volume.</p> <p>Conclusions: Higher provider volumes are associated with better outcomes after radical prostatectomy. Greater understanding of factors leading to this volume-outcome relationship, and the potential benefits and harms of increased regionalization is needed.</p>

14	The surgical learning curve for laparoscopic radical prostatectomy: a retrospective cohort study
Author(s)	Andrew J Vickers, Caroline J Savage, Marcel Hruza, Ingolf Tuerk, Philippe Koenig, Luis Martínez-Piñeiro, Gunther Janetschek, Bertrand Guillonneau
Journal	Lancet Oncology 2009; 10: 475–80
Filename	2009_LancetOnc_Vickers et al
Abstract	<p>Background: We previously reported the learning curve for open radical prostatectomy, reporting large decreases in recurrence rates with increasing surgeon experience. Here we aim to characterise the learning curve for laparoscopic radical prostatectomy.</p> <p>Methods: We did a retrospective cohort study of 4702 patients with prostate cancer treated laparoscopically by one of 29 surgeons from seven institutions in Europe and North America between January, 1998, and June, 2007. Multivariable models were used to assess the association between surgeon experience at the time of each patient's operation and prostate-cancer recurrence, with adjustment for established predictors.</p> <p>Findings: After adjusting for case mix, greater surgeon experience was associated with a lower risk of recurrence ($p=0.0053$). The 5-year risk of recurrence decreased from 17% to 16% to 9% for a patient treated by a surgeon with 10, 250, and 750 prior laparoscopic procedures, respectively (risk difference between 10 and 750 procedures 8.0%, 95% CI 4.4–12.0). The learning curve for laparoscopic radical prostatectomy was slower than the previously reported learning curve for open surgery ($p<0.001$). Surgeons with previous experience of open radical prostatectomy had significantly poorer results than those whose first operation was laparoscopic (risk difference 12.3%, 95% CI 8.8–15.7).</p> <p>Interpretation: Increasing surgical experience is associated with substantial reductions in cancer recurrence after laparoscopic radical prostatectomy, but improvements in outcome seem to accrue more slowly than for open surgery. Laparoscopic radical prostatectomy seems to involve skills that do not translate well from open radical prostatectomy.</p>

15	Variation in Hospital Mortality Associated with Inpatient Surgery
Author(s)	Amir A. Ghaferi, M.D., John D. Birkmeyer, M.D., and Justin B. Dimick, M.D., M.P.H.
Journal	The New England Journal of Medicine 2009;361:1368-75
Filename	2009_NEJM_Ghaferi et al
Abstract	<p>Background: Hospital mortality that is associated with inpatient surgery varies widely. Reducing rates of postoperative complications, the current focus of payers and regulators, may be one approach to reducing mortality. However, effective management of complications once they have occurred may be equally important.</p> <p>Methods: We studied 84,730 patients who had undergone inpatient general and vascular surgery from 2005 through 2007, using data from the American College of Surgeons National Surgical Quality Improvement Program. We first ranked hospitals according to their risk-adjusted overall rate of death and divided them into five groups. For hospitals in each overall mortality quintile, we then assessed the incidence of overall and major complications and the rate of death among patients with major complications.</p> <p>Results: Rates of death varied widely across hospital quintiles, from 3.5% in very-low-mortality hospitals to 6.9% in very-high-mortality hospitals. Hospitals with either very high mortality or very low mortality had similar rates of overall complications (24.6% and 26.9%, respectively) and of major complications (18.2% and 16.2%, respectively). Rates of individual complications did not vary significantly across hospital mortality quintiles. In contrast, mortality in patients with major complications was almost twice as high in hospitals with very high overall mortality as in those with very low overall mortality (21.4% vs. 12.5%, $P < 0.001$). Differences in rates of death among patients with major complications were also the primary determinant of variation in overall mortality with individual operations.</p> <p>Conclusions: In addition to efforts aimed at avoiding complications in the first place, reducing mortality associated with inpatient surgery will require greater attention to the timely recognition and management of complications once they occur.</p>
Other conclusions	<p>The ability to effectively rescue a patient from a complication relies on two distinct points of intervention: the timely recognition of a complication and the effective management of that complication. The former relies on an efficient, collaborative team with established and effective systems of communication. In addition to timely recognition, the effective management of complications is also crucial. This management includes multiple complex processes, including the timely administration of antibiotics in patients with sepsis, the rapid transfer of a patient to an intensive care unit (ICU), and the availability of interventional cardiologists during an acute myocardial infarction.</p>

16	The Learning Curve for Laparoscopic Radical Prostatectomy: An International Multicenter Study
Author(s)	Fernando P. Secin, Caroline Savage, Claude Abbou, Alexandre de La Taille, Laurent Salomon, Jens Rassweiler, Marcel Hruza, François Rozet, Xavier Cathelineau, Gunther Janetschek, Faissal Nassar, Ingolf Turk, Alex J. Vanni, Inderbir S. Gill, Philippe Koenig, Jihad H. Kaouk, Luis Martinez Pineiro, Vito Pansadoro, Paolo Emiliozzi, Anders Bjartell, Thomas Jiborn, Christopher Eden, Andrew J. Richards, Roland Van Velthoven, Jens-Uwe Stolzenburg, Robert Rabenalt, Li-Ming Su, Christian P. Pavlovich, Adam W. Levinson, Karim A. Touijer, Andrew Vickers and Bertrand Guillonneau
Journal	The Journal of Urology, Vol. 184, 2291-2296, December 2010
Filename	2010_JUrol_Secin et al
Abstract	<p>Purpose: It is not yet possible to estimate the number of cases required for a beginner to become expert in laparoscopic radical prostatectomy. We estimated the learning curve of laparoscopic radical prostatectomy for positive surgical margins compared to a published learning curve for open radical prostatectomy.</p> <p>Materials and Methods: We reviewed records from 8,544 consecutive patients with prostate cancer treated laparoscopically by 51 surgeons at 14 academic institutions in Europe and the United States. The probability of a positive surgical margin was calculated as a function of surgeon experience with adjustment for pathological stage, Gleason score and prostate specific antigen. A second model incorporated prior experience with open radical prostatectomy and surgeon generation.</p> <p>Results: Positive surgical margins occurred in 1,862 patients (22%). There was an apparent improvement in surgical margin rates up to a plateau at 200 to 250 surgeries. Changes in margin rates once this plateau was reached were relatively minimal relative to the CIs. The absolute risk difference for 10 vs 250 prior surgeries was 4.8% (95% CI 1.5, 8.5). Neither surgeon generation nor prior open radical prostatectomy experience was statistically significant when added to the model. The rate of decrease in positive surgical margins was more rapid in the open vs laparoscopic learning curve.</p> <p>Conclusions: The learning curve for surgical margins after laparoscopic radical prostatectomy plateaus at approximately 200 to 250 cases. Prior open experience and surgeon generation do not improve the margin rate, suggesting that the rate is primarily a function of specifically laparoscopic training and experience.</p>

17	Radical Prostatectomy Practice in England
Author(s)	Vishwanath S Hanchanale, John E McCabe, Pradip Javlé
Journal	Urology Journal 2010;7:243-8
Filename	2010_UrolJ_Hanchanale et al
Abstract	<p>Purpose: As there is paucity of data on radical prostatectomy (RP) as a primary treatment for patients with localized prostate cancer, we analysed the trends in the RP practice in England.</p> <p>Materials and Methods: This study was carried out on 14 300 patients who underwent RP for carcinoma of the prostate. Database was prepared from hospital episode statistics of the Department of Health in England. National trends in RP practice were summarized as well as volume outcome analysis.</p> <p>Results: Annual number of RPs exponentially increased from 972 (1998 to 1999) to 3092 (2004 to 2005). Laparoscopic RPs increased from 2 to 257 over the study period. Median waiting duration increased by more than 10 days (13 days). Significant decrease in median length of hospital stay from 8 (range, 7 to 10) days to 6 (range, 5 to 8) days was observed ($P < .001$). More than 90% mortality was seen in patients of ≥ 60 years of age. Significant inverse correlation was found between the hospital volume (Odds Ratio: 0.40) and in-hospital mortality rate following RP. High volume surgeons (≥ 16) and high volume hospitals (≥ 26) had significantly lower mortality (Odds Ratio: 0.32) and shorter in-hospital stay in comparison to low volume surgeons and hospitals.</p> <p>Conclusion: There is an exponential increase in the number of RPs with an increasing trend towards laparoscopic RP in England. This study showed a significant inverse correlation between provider volume (hospital and surgeon) and outcome (in-hospital mortality and hospital stay) for RP in England; thus, supporting the recommendations for centralization of care for complex radical procedures, including RP.</p>

18	Impact of surgeon and hospital volume on outcomes of radical prostatectomy
Author(s)	Daniel A. Barocas, M.D., Robert Mitchell, M.D., Sam S. Chang, M.D., Michael S. Cookson, M.D.
Journal	Urologic Oncology 28 (2010) 243–250
Filename	2010_UrolOnc_Barocas et al
Abstract	<p>An emerging body of literature has established a relationship between case volume and outcomes after radical prostatectomy (RP). Such findings come in the context of an already well-established association between both surgeon and hospital case volume in the field of cardiovascular surgery and for several high-risk cancer operations. The purpose of this review is to identify and summarize the seminal studies to date that investigate the impact of RP volume on patient outcomes.</p> <p>We performed a literature search of the English language studies available through PubMed that pertain to this topic. Thirteen original studies and a meta-analysis were found, which focus on the impact of hospital RP volume on surgical outcomes (including length of stay, perioperative complication rate, perioperative mortality, readmission rate, and several long term measures of treatment effect). Eight studies were identified that interrogated the relationship between individual surgeon case volume and outcomes.</p> <p>Across multiple outcome metrics, there is a pervasive association between higher hospital RP case volume and improved outcomes. Increasing individual surgeon volume may also portend better outcomes, not only perioperatively, but even with respect to long-term cancer control and urinary function. While most data arise from retrospective cohort studies, these studies, for the most part, are of sound design, show an impressive magnitude of effect, and demonstrate an impact on outcome that is proportional to surgical volume.</p> <p>Further research should focus on finding a means by which to translate these observations into improvements in the quality of prostate cancer care. To address differences in outcome between low volume and high volume surgeons, some have proposed and implemented subspecialization within practice groups, while others have looked toward subspecialty certification for urologic oncologists. With regard to differences in hospital volume, regionalization of care has been proposed as a solution, but is fraught with pitfalls. It may be more pragmatic and, ultimately more beneficial to patients, however, to identify processes of care that are already in place at high volume hospitals and implement them at lower volume centers. Similarly, we advocate careful studies to identify successful surgical techniques of high volume surgeons and efforts to disseminate these techniques.</p>

19	Cancer Control and Functional Outcomes After Radical Prostatectomy as Markers of Surgical Quality: Analysis of Heterogeneity Between Surgeons at a Single Cancer Center
Author(s)	Andrew Vickers , Caroline Savage , Fernando Bianco , John Mulhall , Jaspreet Sandhu , Bertrand Guillonneau , Angel Cronin , Peter Scardino
Journal	European Urology 59 (2011) 317–322
Filename	2011_EUrol_Vickers et al
Abstract	<p>Background: Previous studies have shown that complications and biochemical recurrence rates after radical prostatectomy (RP) vary between different surgeons to a greater extent than might be expected by chance. Data on urinary and erectile outcomes, however, are lacking.</p> <p>Objective: In this study, we examined whether between-surgeon variation, known as heterogeneity, exists for urinary and erectile outcomes after RP.</p> <p>Design, setting, and participants: Our study consisted of 1910 RP patients who were treated by 1 of 11 surgeons between January 1999 and July 2007.</p> <p>Intervention: All patients underwent RP at Memorial Sloan-Kettering Cancer Center. Measurements: Patients were evaluated for functional outcome 1 yr after surgery. Multivariable random effects models were used to evaluate the heterogeneity in erectile or urinary outcome between surgeons, after adjustment for case mix (age, prostate-specific antigen, pathologic stage and grade, comorbidities) and year of surgery.</p> <p>Results and limitations: We found significant heterogeneity in functional outcomes after RP ($p < 0.001$ for both urinary and erectile function). Four surgeons had adjusted rates of full continence $<75\%$, whereas three had rates $>85\%$. For erectile function, two surgeons in our series had adjusted rates $<20\%$; another two had rates $>45\%$. We found some evidence suggesting that surgeons' erectile and urinary outcomes were correlated. Contrary to the hypothesis that surgeons "trade off" functional outcomes and cancer control, better rates of functional preservation were associated with lower biochemical recurrence rates.</p> <p>Conclusions: A patient's likelihood of recovering erectile and urinary function may differ depending on which of two surgeons performs his RP. Functional preservation does not appear to come at the expense of cancer control; rather, both are related to surgical quality.</p>
Other conclusions	We found an association between surgeons' annual volumes and patient outcomes. Surgeons with higher volumes had significantly better functional preservation than those with lower volumes ($p = 0.005$). For a patient with the mean level of all covariates, the predicted probability of experiencing recovery of both erectile and urinary function at 1 yr was 21% if treated by a surgeon with an annual volume of 25 cases; this probability increased to 47% if the surgeon had an annual volume of 100.

20	Radical Prostatectomy at Academic Versus Nonacademic Institutions: A Population Based Analysis
Author(s)	Quoc-Dien Trinh, Jan Schmitges, Maxine Sun, Shahrokh F. Shariat, Shyam Sukumar, Marco Bianchi, Zhe Tian, Claudio Jeldres, Jesse Sammon, Paul Perrotte, Markus Graefen, James O. Peabody, Mani Menon and Pierre I. Karakiewicz
Journal	The Journal of Urology Vol. 186, 1849-1854, November 2011
Filename	2011_JUrol_Trinh et al
Abstract	<p>Purpose: Radical prostatectomy outcomes may be better at academic institutions than at nonacademic centers. We examined the effect of academic status on 5 short-term radical prostatectomy outcomes.</p> <p>Materials and Methods: In the Health Care Utilization Project Nationwide Inpatient Sample we focused on radical prostatectomy performed within the 7 most contemporary years (2001 to 2007). We tested the rates of homologous blood transfusions and extended length of stay, as well as intraoperative and postoperative complications stratified according to institutional academic status. Multivariable logistic regression analyses further adjusted for confounding variables.</p> <p>Results: Overall 89,965 radical prostatectomies were identified, yielding a weighted national estimate of 442,811. Of those procedures 58.2% were recorded at academic institutions. Patients at academic institutions had a lower Charlson comorbidity index and more frequently had private insurance ($p < 0.001$). Radical prostatectomy at academic institutions was associated with fewer blood transfusions (5.4% vs 7.4%), fewer postoperative complications (10.1% vs 12.9%) and lower rates of hospital stay above the median (18.0% vs 28.2%). On multivariable analyses institutional academic status exerted a protective effect on postoperative complication rates (OR 0.93, $p = 0.02$) and on rates of hospital stay in excess of the median (OR 0.91, $p < 0.001$). Similarly radical prostatectomy performed at hospitals with a high annual caseload were less frequently associated with intraoperative (OR 0.8, $p = 0.01$) and postoperative (OR 0.63, $p < 0.001$) complications, length of stay beyond the median (OR 0.19, $p < 0.001$) and homologous blood transfusions (OR 0.35, $p < 0.001$).</p> <p>Conclusions: Even after adjusting for annual hospital caseload, radical prostatectomy performed at academic institutions is associated with better outcomes than radical prostatectomy performed at nonacademic institutions. This relationship illustrates averages and does not imply that academic institutions invariably offer better care.</p>

21	Hospital volume and 90-day mortality risk after radical cystectomy: a population-based cohort study
Author(s)	Michael P. Porter, John L. Gore, Jonathan L. Wright
Journal	World Journal of Urology (2011) 29:73–77
Filename	2011_WJUrol_Porter et al
Abstract	<p>Background: Hospital cystectomy volume has been associated with in-hospital perioperative mortality in previous studies. In this study, we examine the relationship between hospital cystectomy volume and 90-day mortality in a population-based cohort of patients undergoing cystectomy for bladder cancer.</p> <p>Methods: We performed a retrospective cohort study using population from the State of Washington Comprehensive Hospital Abstract Reporting System (CHARS) database. We examined the association between hospital cystectomy volume (categorized into volume tertiles) and cumulative 90-day mortality in patients undergoing cystectomy for bladder cancer. Multivariate regression was used to adjust for patient age, comorbid disease, year of surgery, and gender. Standard errors were clustered by discharge hospital.</p> <p>Results: We identified 823 patients who underwent cystectomy for bladder cancer at 39 unique hospitals in 2003–2007. The unadjusted cumulative 90-day cumulative mortality was 5.4, 6.9, and 8.4% for patients discharged from hospitals in the high, medium, and low volume tertiles, respectively ($P = 0.35$). In the multivariate analysis, the patients undergoing cystectomy who were discharged from hospitals in the highest volume tertile had a lower risk of death in the first 90 days postoperatively compared to patients discharged from hospitals in the low volume tertile, though the finding was not statistically significant (OR = 0.68, 95% CI 0.29–1.56).</p> <p>Conclusions: Ninety-day cumulative mortality after cystectomy for bladder cancer is significant and may be associated with hospital cystectomy volume.</p>

22	Perioperative Outcomes of Robot-Assisted Radical Prostatectomy Compared With Open Radical Prostatectomy: Results From the Nationwide Inpatient Sample
Author(s)	Quoc-Dien Trinh, Jesse Sammona, Maxine Sun, Praful Ravi, Khurshid R. Ghani, Marco Bianchi, Wooju Jeong, Shahrokh F. Shariat, Jens Hansen, Jan Schmitges, Claudio Jeldres, Craig G. Rogers, James O. Peabody, Francesco Montorsi, Mani Menon, Pierre I. Karakiewicz
Journal	European Urology 61 (2012) 679–685
Filename	2012_EUrol_Trinh et al
Abstract	<p>Background: Prior to the introduction and dissemination of robot-assisted radical prostatectomy (RARP), population-based studies comparing open radical prostatectomy (ORP) and minimally invasive radical prostatectomy (MIRP) found no clinically significant difference in perioperative complication rates.</p> <p>Objective: Assess the rate of RARP utilization and reexamine the difference in perioperative complication rates between RARP and ORP in light of RARP's supplanting laparoscopic radical prostatectomy (LRP) as the most common MIRP technique.</p> <p>Design, setting, and participants: As of October 2008, a robot-assisted modifier was introduced to denote robot-assisted procedures. Relying on the Nationwide Inpatient Sample between October 2008 and December 2009, patients treated with radical prostatectomy (RP) were identified. The robot-assisted modifier (17.4x) was used to identify RARP (n = 11 889). Patients with the minimally invasive modifier code (54.21) without the robot-assisted modifier were classified as having undergone LRP and were removed from further analyses. The remainder were classified as ORP patients (n = 7389).</p> <p>Intervention: All patients underwent RARP or ORP.</p> <p>Measurements: We compared the rates of blood transfusions, intraoperative and postoperative complications, prolonged length of stay (pLOS), and in-hospital mortality. Multivariable logistic regression analyses of propensity score–matched populations, fitted with general estimation equations for clustering among hospitals, further adjusted for confounding factors.</p> <p>Results and limitations: Of 19 462 RPs, 61.1% were RARPs, 38.0% were ORPs, and 0.9% were LRPs. In multivariable analyses of propensity score–matched populations, patients undergoing RARP were less likely to receive a blood transfusion (odds ratio [OR]: 0.34; 95% confidence interval [CI], 0.28–0.40), to experience an intraoperative complication (OR: 0.47; 95% CI, 0.31–0.71) or a postoperative complication (OR: 0.86; 95% CI, 0.77–0.96), and to experience a pLOS (OR: 0.28; 95% CI, 0.26–0.30). Limitations of this study include lack of adjustment for tumor characteristics, surgeon volume, learning curve effect, and longitudinal follow-up.</p>

23	The Effect of Hospital Vs. Surgical Volume on Outcomes After Radical Prostatectomy: A Head-To-head Comparison Using Decision-Curve Analyses ASU abstract
Author(s)	Quoc-Dien Trinh; Maxine Sun; Shahrokh F Shariat; Jesse D Sammon; Marco Bianchi; Wooju Jeong; Jan Schmitges; Khurshid R Ghani; Jens Hansen; Jay Jhaveri, Shyam Sukumar; Paul Perrotte; Piyush K Agarwal, Craig G Rogers, James O Peabody, Mani Menon; Pierre I Karakiewicz
Journal	The Journal of Urology Vol. 187, No. 4S, Supplement, Sunday, May 20, 2012
Filename	2012_JUrol ASU abstract 688_Trinh et al
Abstract	<p>Introduction and objectives: Surgical (SV) and hospital volume (HV) are established determinants of postoperative outcomes after radical prostatectomy (RP). However, a head-to-head comparison between SV and HV has not yet been performed. We assess and compare the effect of SV and HV on postoperative and long-term functional outcomes in a large national series.</p> <p>Methods: A total of 19225 Medicare patients with prostate cancer who underwent RP were identified within the Surveillance, Epidemiology, and End Results Medicare-linked database (1995–2005). First, logistic regression analyses were fitted to assess the predictive effect of SV/HV on postoperative complications within 30-days after RP, blood transfusion, anastomotic stricture, long-term incontinence, and erectile dysfunction. All models were adjusted for patient age, race, comorbidity, marital and socioeconomic status, population density, surgical approach, clinical stage and grade. Second, the discriminant ability of SV and HV for prediction of the examined outcomes was assessed using the concordance index derived from the area under the curve (AUC). Finally, decision-curve analyses (DCA) were used to compare both SV and HV in a head-to-head fashion.</p> <p>Results: In multivariable analyses increasing HV and SV were associated with lower rates of overall complication (HV-OR: 0.99, P=0.003; SV-OR:0.98, P=0.009). In specific complications, SV and HV were independently associated with lower rates of respiratory (P ≤0.003) and vascular complications (P ≤0.01). Higher SV portended lower rates of blood transfusion (OR:0.91, P<0.001). Both HV and/or SV were associated with lower rates of anastomotic stricture (HV-OR:0.98, P<0.001; SV-OR:0.96, P<0.001), urinary incontinence (HV-OR:0.99, P=0.03; SV-OR: 0.98, P<0.001), and erectile dysfunction (HV-OR:0.99, P=0.7; SV-OR:0.98, P<0.001). HV slightly increased the AUC for prediction of complications (65 vs. 64%) and postoperative mortality (72 vs. 69%); SV did not. In DCA, HV achieved higher net benefit relative to SV when a threshold probability ranging from 16–18% was considered.</p> <p>Conclusions: HV and SV are strongly correlated with postoperative outcomes following RP. DCA suggest that hospital volume matters more than surgical volume, especially for older and sicker individuals, who are at high-risk of complications.</p>

24	Volume-Outcome Relationships in the Treatment of Renal Tumors
Author(s)	Robert Abouassaly, Antonio Finelli, George A. Tomlinson, David R. Urbach and Shabbir M. H. Alibhai
Journal	The Journal of Urology Vol. 187, 1984-1988, June 2012
Filename	2012_JUrol_Abouassaly et al
Abstract	<p>Purpose: Outcomes of complex surgical procedures tend to be better for high volume providers, although this has not been clearly established for renal cell carcinoma. We determined the relationship of provider volume with partial nephrectomy and morbidity for renal cell carcinoma treatment.</p> <p>Materials and Methods: We performed a population based, observational study using data on 24,579 patients treated surgically for a renal mass from April 1998 to March 2008. Surgeon and hospital volume quartiles were created using the total number of nephrectomies during the 10-year observation period. The effect of provider volume on partial nephrectomy use, complications and mortality was determined by multivariable logistic regression adjusted for covariates.</p> <p>Results: Partial nephrectomy was done by 10.9% of low vs 24.7% of very high volume surgeons ($p < 0.0001$). A modest decrease in complications was observed with increasing surgeon volume (low vs very high 37.6% vs 34.5%, $p < 0.0001$). The effect of in-hospital mortality was more dramatic with a 1.71%, 1.20%, 0.97% and 0.92% rate for low, intermediate, high and very high volume surgeons, respectively ($p < 0.0001$). After adjusting for covariates, compared to low volume surgeons patients treated by very high volume surgeons had 1.54 times the odds of undergoing partial nephrectomy (95% CI 1.37–1.72, $p < 0.0001$), 0.84 times the odds of an in-hospital complication (95% CI 0.77–0.92, $p < 0.0001$) and 0.69 times the odds of in-hospital death (95% CI 0.47–1.01, $p = 0.16$).</p> <p>Conclusions: Higher volume surgeons perform partial nephrectomy more often, show a lower complication rate and may have a lower in-hospital mortality rate than lower volume surgeons.</p>

25	Volume Outcomes of Cystectomy—Is it the Surgeon or the Setting?
Author(s)	Todd M. Morgan, Daniel A. Barocas, Kirk A. Keegan, Michael S. Cookson, Sam S. Chang, Shenghua Ni, Peter E. Clark, Joseph A. Smith, Jr. and David F. Penson
Journal	The Journal of Urology Vol. 188, 2139-2144, December 2012
Filename	2012_JUrol_Morgan et al
Abstract	<p>Purpose: Hospital volume and surgeon volume are each associated with outcomes after complex oncological surgery. However, the interplay between hospital and surgeon volume, and their impact on these outcomes has not been well characterized. We studied the relationship between surgeon and hospital volume, and overall mortality after radical cystectomy.</p> <p>Materials and Methods: The SEER (Surveillance, Epidemiology and End Results)- Medicare linked database was used to identify 7,127 patients with Urothelial carcinoma of the bladder who underwent radical cystectomy from 1992 to 2006. Hospital volume and surgeon volume were expressed by tertile. The primary outcome measure was overall survival. Covariates included age, Charlson comorbidity index, stage, grade, node count, node density, number of positive nodes, urinary diversion and year of surgery. Multivariate analyses using generalized linear multilevel models were used to determine the independent association between hospital and surgeon volume and survival.</p> <p>Results: When hospital volume or surgeon volume was included in the multivariate model, a significant volume-survival relationship was observed for each. However, when both were in the model, hospital volume attenuated the impact of surgeon volume on mortality while the significant hospital volume-mortality relationship persisted (HR 1.18, 95% CI 1.08–1.30, $p < 0.01$). In addition, the adjusted 3-year probability of survival was significantly correlated with hospital volume in each distinct surgeon volume stratum while survival was not correlated with surgeon volume in each hospital volume stratum.</p> <p>Conclusions: After adjustment for patient and disease characteristics, the relationship between surgeon volume and survival after radical cystectomy is accounted for by hospital volume. In contrast, hospital volume remained an independent predictor of survival, suggesting that structure and process characteristics of high volume hospitals drive long-term outcomes after radical cystectomy.</p>

26	Robot-assisted vs. Open radical prostatectomy: The differential effect of regionalization, procedure volume and operative approach
Author(s)	Jesse D. Sammon, Pierre I. Karakiewicz, Maxine Sun, Shyam Sukumar, Praful Ravi, Khurshid R. Ghani, Marco Bianchi, James O. Peabody, Shahrokh F. Shariat, Paul Perrotte, Jim C. Hu, Mani Menon, Quoc-Dien Trinh
Journal	The Journal of Urology (2012), doi: 10.1016/j.juro.2012.10.028
Filename	2012_JUrol_Sammon et al
Abstract	<p>Background: Utilization of robot-assisted radical prostatectomy (RARP) has increased rapidly, despite the absence of randomized controlled trials demonstrating the superiority of this approach. While recent studies suggest an advantage in perioperative complication rates, they fail to account for the volume-outcome relationship. We sought to compare perioperative outcomes after RARP vs. ORP, whilst fully considering the impact of this established relationship.</p> <p>Methods: Using the Nationwide Inpatient Sample, patients undergoing RP in 2009 were abstracted. Univariable and multivariable logistic regression analyses compared rates of blood transfusions, intraoperative and postoperative complications, prolonged length of stay (pLOS), elevated hospital charges (EHC), and mortality between RARP and ORP, overall and across volume quartiles.</p> <p>Results: An estimated 77616 men underwent RP (RARP: 63.9%, ORP: 36.1%). Low-volume centers averaged 26.2 (RARP) and 5.2 (ORP) cases, very high-volume centers averaged 578.8 (RARP) and 150.2 (ORP) cases. Overall, RARP-treated patients experienced lower rates of adverse outcomes than ORP patients, in all measured categories. Across equivalent volume quartiles, RARP outcomes were generally favorable; however ORP at very high-volume centers produced lower rates of postoperative complications (OR: 0.59 (95%CI: 0.46-0.75)), EHC (0.75 (0.64-0.87)) and comparable rates of blood transfusions (1.38 (0.93-2.02)) relative to RARP at low-volume centers.</p> <p>Conclusion: Regionalization has occurred to a greater extent for RARP than ORP, with an associated benefit in overall outcomes. Nonetheless, low volume institutions experienced inferior outcomes relative to the highest volume centers irrespective of approach. These findings demonstrate the importance of accounting for hospital volume when examining the benefit of a surgical technique.</p>

27	Influence of Surgeon and Hospital Volume on Radical Prostatectomy Costs
Author(s)	Stephen B. Williams, Channa A. Amarasekera, Xiangmei Gu, Stuart R. Lipsitz, Paul L. Nguyen, Nathanael D. Hevelone, Keith J. Kowalczyk and Jim C. Hu
Journal	The Journal of Urology Vol. 188, 2198-2204, December 2012
Filename	2012_JUrol_Williams et al
Abstract	<p>Purpose: While higher radical prostatectomy hospital and surgeon volume are associated with better outcomes, the effect of provider volume on health care costs remains unclear. We performed a population based study to characterize the effect of surgeon and hospital volume on radical prostatectomy costs.</p> <p>Materials and Methods: We used SEER (Surveillance, Epidemiology and End Results)-Medicare linked data to identify 11,048 men who underwent radical prostatectomy from 2003 to 2009. We categorized hospital and surgeon radical prostatectomy volume into tertiles (low, intermediate, high) and assessed costs from radical prostatectomy until 90 days postoperatively using propensity adjusted analyses.</p> <p>Results: Higher surgeon volume at intermediate volume hospitals (surgeon volume low \$9,915; intermediate \$10,068; high \$9,451; $p = 0.021$) and high volume hospitals (surgeon volume low \$11,271; intermediate \$10,638; high \$9,529; $p = 0.002$) was associated with lower radical prostatectomy costs. Extrapolating nationally, selective referral to high volume radical prostatectomy surgeons at high and intermediate volume hospitals netted more than \$28.7 million in cost savings. Conversely, higher hospital volume was associated with greater radical prostatectomy costs for low volume surgeons (hospital volume low \$9,685; intermediate \$9,915; high \$11,271; $p = 0.010$) and intermediate volume surgeons (hospital volume low \$9,605; intermediate \$10,068; high \$10,638; $p = 0.029$). High volume radical prostatectomy surgeon costs were not affected by varying hospital volume, and among low volume hospitals radical prostatectomy costs did not differ by surgeon volume.</p> <p>Conclusions: Selective referral to high volume radical prostatectomy surgeons operating at intermediate and high volume hospitals nets significant cost savings. However, higher radical prostatectomy hospital volume was associated with greater costs for low and intermediate volume radical prostatectomy surgeons.</p>

28	Hospital Volume, Utilization, Costs and Outcomes of Robot-Assisted Laparoscopic Radical Prostatectomy
Author(s)	Hua-yin Yu, Nathanael D. Hevelone, Stuart R. Lipsitz, Keith J. Kowalczyk, Paul L. Nguyen and Jim C. Hu
Journal	The Journal of Urology Vol. 187, 1632-1638, May 2012
Filename	2012_JUrol_Yu et al
Abstract	<p>Purpose: Although robot-assisted laparoscopic radical prostatectomy has been aggressively marketed and rapidly adopted, there is a paucity of population based utilization, outcome and cost data. High vs low volume hospitals have better outcomes for open and minimally invasive radical prostatectomy (robotic or laparoscopic) but to our knowledge volume outcomes effects for robot-assisted laparoscopic radical prostatectomy alone have not been studied.</p> <p>Materials and Methods: We characterized robot-assisted laparoscopic radical prostatectomy outcome by hospital volume using the Nationwide Inpatient Sample during the last quarter of 2008. Propensity scoring methods were used to assess outcomes and costs.</p> <p>Results: At high volume hospitals robot-assisted laparoscopic radical prostatectomy was more likely to be done on men who were white with an income in the highest quartile and age less than 50 years than at low volume hospitals (each $p < 0.01$). Hospitals at above the 50th volume percentile were less likely to show miscellaneous medical and overall complications ($p = 0.01$). Low vs high volume hospitals had longer mean length of stay (1.9 vs 1.6 days) and incurred higher median costs (\$12,754 vs \$8,623, each $p < 0.01$).</p> <p>Conclusions: Demographic differences exist in robot-assisted laparoscopic radical prostatectomy patient populations between high and low volume hospitals. Higher volume hospitals showed fewer complications and lower costs than low volume hospitals on a national basis. These findings support referral to high volume centers for robot-assisted laparoscopic radical prostatectomy to decrease complications and costs.</p>

29	Multivariate Analyses to Assess the Effects of Surgeon and Hospital Volume on Cancer Survival Rates: A Nationwide Population-Based Study in Taiwan
Author(s)	Chun-Ming Chang, Kuang-Yung Huang, Ta-Wen Hsu, Yu-Chieh Su, Wei-Zhen Yang, Ting-Chang Chen, Pesus Chou, Ching-Chih Lee
Journal	PLoS ONE July 2012, Volume 7, Issue 7, e40590
Filename	2012_PLoS ONE_Chang et al
Abstract	<p>Background: Positive results between caseloads and outcomes have been validated in several procedures and cancer treatments. However, there is limited information available on the combined effects of surgeon and hospital caseloads. We used nationwide population-based data to explore the association between surgeon and hospital caseloads and survival rates for major cancers.</p> <p>Methodology: A total of 11677 patients with incident cancer diagnosed in 2002 were identified from the Taiwan National Health Insurance Research Database. Survival analysis, the Cox proportional hazards model, and propensity scores were used to assess the relationship between 5-year survival rates and different caseload combinations.</p> <p>Results: Based on the Cox proportional hazard model, cancer patients treated by low-volume surgeons in low-volume hospitals had poorer survival rates, and hazard ratios ranged from 1.3 in head and neck cancer to 1.8 in lung cancer after adjusting for patients' demographic variables, co-morbidities, and treatment modality. When analyzed using the propensity scores, the adjusted 5-year survival rates were poorer for patients treated by low-volume surgeons in low-volume hospitals, compared to those treated by high-volume surgeons in high-volume hospitals (P,0.005).</p> <p>Conclusions: After adjusting for differences in the case mix, cancer patients treated by low-volume surgeons in low-volume hospitals had poorer 5-year survival rates. Payers may implement quality care improvement in low-volume surgeons.</p>

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Specialist urological cancer services

Recommendation making process

February 2013

Purpose

This paper outlines the process through which the *London Cancer* Board made a recommendation to its commissioners on the future location of its specialist urological cancer surgical services. The aim is to ensure that we provide the best urological cancer services that can be delivered within the available resources for our population.

Background

In early 2012 a *London Cancer* Urology Technical Group (a multi-professional group of clinicians and patients) drew up a service specification outlining the future requirements of local diagnostic and treatment units and specialist centres delivering the more complex aspects of care. The aim of this work was to ensure that both local units and specialist centres provide world class services for patients with suspected or proven urological cancers. This detailed specification took account of the recommendations of the London-wide Model of Care for cancer, published by NHS London in August 2010*.

There was a large degree of consensus amongst the urology community that *London Cancer* should go beyond the recommendations of the Model of Care in order to provide services that are comparable in terms of clinical outcomes, research, and training opportunities with the best international centres. The clinical consensus was that this would best be achieved through consolidation of all of the complex surgery into a single team of specialists based at a single specialist centre for the provision of complex renal cancer surgery and a single specialist centre for complex bladder and prostate cancer surgery.

The Urology Pathway Board, which has invited full representation from all providers as well as patients and primary care, led the development of this vision and ambition. The service specification was endorsed by the independent *London Cancer* Board and published in **May 2012** after which there was a period of discussion and engagement.

Timeline

On **28 August 2012** *London Cancer* asked each trust within the integrated cancer system to make a preliminary and non-binding expression of its interest in providing local or specialist bladder and prostate and/or renal services in the future. Trusts were informed that this initial request was not yet a formal bidding process but was intended to assist *London Cancer* in understanding the capabilities, capacity and commitment of our partner organisations to provide care along the urology cancer pathway.

* NHS Commissioning Support for London, *A model of care for cancer services: Clinical paper*, August 2010
<http://www.londonhp.nhs.uk/publications/cancer/>

London Cancer received all expressions of interest by **1 October 2012**. All trusts currently providing urological cancer services expressed an interest in hosting local urological cancer units. The following trusts expressed an interest in hosting one or more of the specialist centres:

Specialist bladder and prostate cancer centre

- Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT)
- University College Hospitals NHS Foundation Trust (UCLH)

Specialist renal cancer centre

- Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT)
- Barts Health NHS Trust (BH)
- Royal Free London NHS Foundation Trust (RFL)

The expressions of interest were assessed against the service specification by the *London Cancer* central team on behalf of the *London Cancer* Board. Trusts were sent feedback on their expressions of interest on **10 October 2012**.

At this stage the *London Cancer* Board supported all expressions of interest in providing local urological units. With regard to the specialist centres, it supported UCLH's interest in hosting the specialist bladder and prostate cancer centre and supported the interest of both RFL and BH in hosting the renal cancer centre.

The *London Cancer* Board felt, on the basis of the information available to it, that BHRUT could not meet key parts of the specification for the co-dependencies of the specialist bladder-prostate cancer centre. Also, it noted that the trust would need to make substantial investment and relocation of services in order to meet the specialist renal cancer surgical centre specification and that the two other expressions of interest were much more developed against the specification. As such, the Board advised BHRUT that it was unable to support its continued expression of interest at this stage.

The expressions of interest were discussed by the *London Cancer* Medical Directors' Forum at a joint meeting with trust management leads, on **16 October 2012**. Agreement was reached that *London Cancer* should strive to achieve a clinically-led solution that made the best use of the available expertise and resources across the system. Trusts were therefore granted two months to develop a collaborative way forward.

The trusts originally interested in hosting a specialist centre were invited to provide a written response on the outcome of these clinical discussions by **7 December 2012**. At this stage:

- UCLH confirmed its interest in hosting the specialist bladder and prostate cancer centre
- No consensus had been reached on the location of the specialist renal centre and so both RFL and BH confirmed their continuing interest in hosting the centre
- BHRUT confirmed that it would not pursue its interest in hosting either the bladder and prostate or renal specialist centre and would not continue to advocate a two specialist centre model. The trust affirmed its commitment to working with the preferred centres when they were agreed. In this, BHRUT outlined its expectation that all of the specialist expertise across the system be harnessed and local units be supported by the specialist centres to deliver as much care as possible locally.

During the clinical discussions that happened at this time, led by the medical director of BHRUT, the commitment to the model of a single specialist centre for bladder and prostate cancer and a single specialist centre for renal cancer was reaffirmed as it harnessed to full effect the relationship between surgical volumes and outcomes. These discussions emphasised a number of requirements

for support to trusts providing local urological services for patients, some of whom may now have to travel further for some aspects of their specialist care:

- Local assessment and follow up should be the rule, with significant on-site presence of specialist expertise from the centre
- There should be clear joint job plans for all clinicians working at the specialist centre with the local centre they will continue to support
- Overall outcomes and individual outcomes should be tracked and managed closely to assure there are no unintended consequences over the period of transition and as the new system and pathways bed down
- The model of *London Cancer* which decentralises as much as possible to improve local access, improve recruitment to research and promote earlier presentation should be supported
- *London Cancer* should continually reassess whether local care is possible and only continue to centralise where necessary (according to best evidence).

These factors were therefore emphasised in developing the process for discriminating between the two trusts interested in hosting the specialist renal cancer centre and in the requirements for further detailed proposals from the only trust that retained an interest in hosting the specialist bladder and prostate centre, UCLH.

On **13 December 2012** a urology transport meeting was held between patient representatives, a member of the UCLH management team and the *London Cancer* central team. This meeting produced recommendations for the future specialist bladder and prostate centre and renal centre to consider when addressing patient transport.

On **14 December 2012** an external expert advisor to the *London Cancer* Board, Mr Michael Aitchison consultant urologist at NHS Greater Glasgow and Clyde, made a visit to the two trusts that retained an interest in hosting the specialist renal centre. The aim of this visit was to:

- Discuss the content and clinical detail of their expression of interest
- Encourage further dialogue between the trusts or reaffirm that there was no possibility of reaching clinical consensus about the best location of the specialist renal centre
- Discuss the specialist centre specification with both teams to ensure that it was clear and accepted by all.

The feedback from the external expert advisor on the renal cancer centre proposals was that, on the basis of his visit and the expression of interest documentation, he had not identified any objective clinical criteria that immediately favoured one site over the other.

Following further discussion at the *London Cancer* Medical Directors' Forum meeting on **18 December 2012**, trusts received written confirmation of the next steps on **19 December 2012**.

The further clinical discussions that took place over this period made it possible for the service specification to be improved and clarified by the Urology Pathway Directors and the Chief Medical Officer of *London Cancer*, particularly around the requirements of the specialist centres to support local units to maintain relevant clinical expertise close to home for patients. A new version of the service specification (version 2.0) was therefore issued at this stage. In order for the *London Cancer* Board to make a decision on the specialist centre sites it would recommend to commissioners, it asked that more detailed proposals be submitted using the updated specification and giving particular emphasis to seven key domains:

1. Plans for **leadership**
2. The **patient pathway**
3. **Joint working** across the system
4. Supporting **local services**
5. Patient and relative **transport**
6. Plans for **audit and outcomes** measurement
7. **Organisational capacity** to deliver the proposals

The three trusts that still wished to host a specialist centre (BH, RFL, UCLH) were asked to develop these detailed proposals by **21 January 2013**. This deadline was later extended to **30 January 2013** in the light of feedback from the trusts involved. Detailed proposals were received on this date from RFL and BH for renal cancer and from UCLH for bladder and prostate cancer.

On **4 February 2013** the Urology Pathway Board met to discuss the proposals. The members recognised that they all had conflicts of interest in expressing preference for the sites of the specialist centres.

These conflicts were noted and the Urology Pathway Board was therefore not asked to make any recommendations on the location of the specialist centres. Pathway Board members were instead encouraged to discuss in an open forum their individual views on the strengths and weaknesses of all three proposals. During the discussions, members of the Pathway Board were given an assessment framework that invited comments on the strength of submissions in each of the seven assessment domains. This was to enable them to also comment confidentially on the strengths and weaknesses of the proposed clinical service and its research capability. All views and comments expressed and submitted were collated to be conveyed to the *London Cancer* Board for consideration.

The *London Cancer* Board met on **6 February 2013** to assess the detailed submissions from UCLH, BH and RFL against the seven key domains. The views of the external expert advisor, Mr Michael Aitchison, were also taken into account. In addition, information about patient transport, the feedback from the public engagement meetings to date, and the feedback on clinical issues and partnership working from the Urology Pathway Board were provided, taking due account that members had acknowledged conflicts of interest.

London Cancer Board assessment framework and approach

In assessing the relative merits of all three submissions covering the seven key domains, the *London Cancer* Board first ranked the seven assessment domains in order of importance and agreed that they fell into three broad groups. Leadership and organisational capacity were ranked as the two most important domains to ensure timely and successful delivery of the whole specification. The second rank included the domains concerning the delivery of a high quality patient pathway through joint working and support to local services. Whilst important, the Board agreed that, since either trust could reasonably be expected to address these during implementation, audit and patient transport should be weighted in the third rank with regard to the process of making a recommendation to commissioners on the site of specialist renal cancer surgery.

London Cancer Board assessment of the bladder and prostate submission

The *London Cancer* Board agreed unanimously to recommend to commissioners that specialist bladder and prostate cancer surgery in *London Cancer* be sited at UCLH. It agreed that it would ask the UCLH team to work together with *London Cancer* to address the further detail required by holding a co-design workshop with representatives from across the system to develop the

pathway in March 2013. The areas requiring further detail are outlined in the feedback letter to their Chief Executive Officer.

London Cancer Board assessment of the renal submissions

The *London Cancer* Board agreed that both the BH and RFL submissions were of high quality. The Board noted the external expert advisor's assurance that both submissions were clinically sound and that no objective *clinical* criteria immediately favoured one site over another. It also noted that the renal cancer experts in the system had expressed their commitment to working together wherever the specialist surgical centre was sited.

The *London Cancer* Board agreed that the RFL submission was significantly stronger and that there were sufficient differences between the two submissions to make a decision. These were provided in detailed feedback letters to the Chief Executive Officer of each trust. The *London Cancer* Board agreed unanimously to recommend to commissioners that the centre for specialist renal cancer surgery in *London Cancer* be sited at Royal Free London NHS Foundation Trust.

On **11 February 2013** the decision to make recommendations to commissioners on the future sites of the specialist bladder and prostate cancer surgical centre and the specialist renal cancer surgical centre were presented to the UCLP Executive Group meeting and the *London Cancer* Joint Development Group.

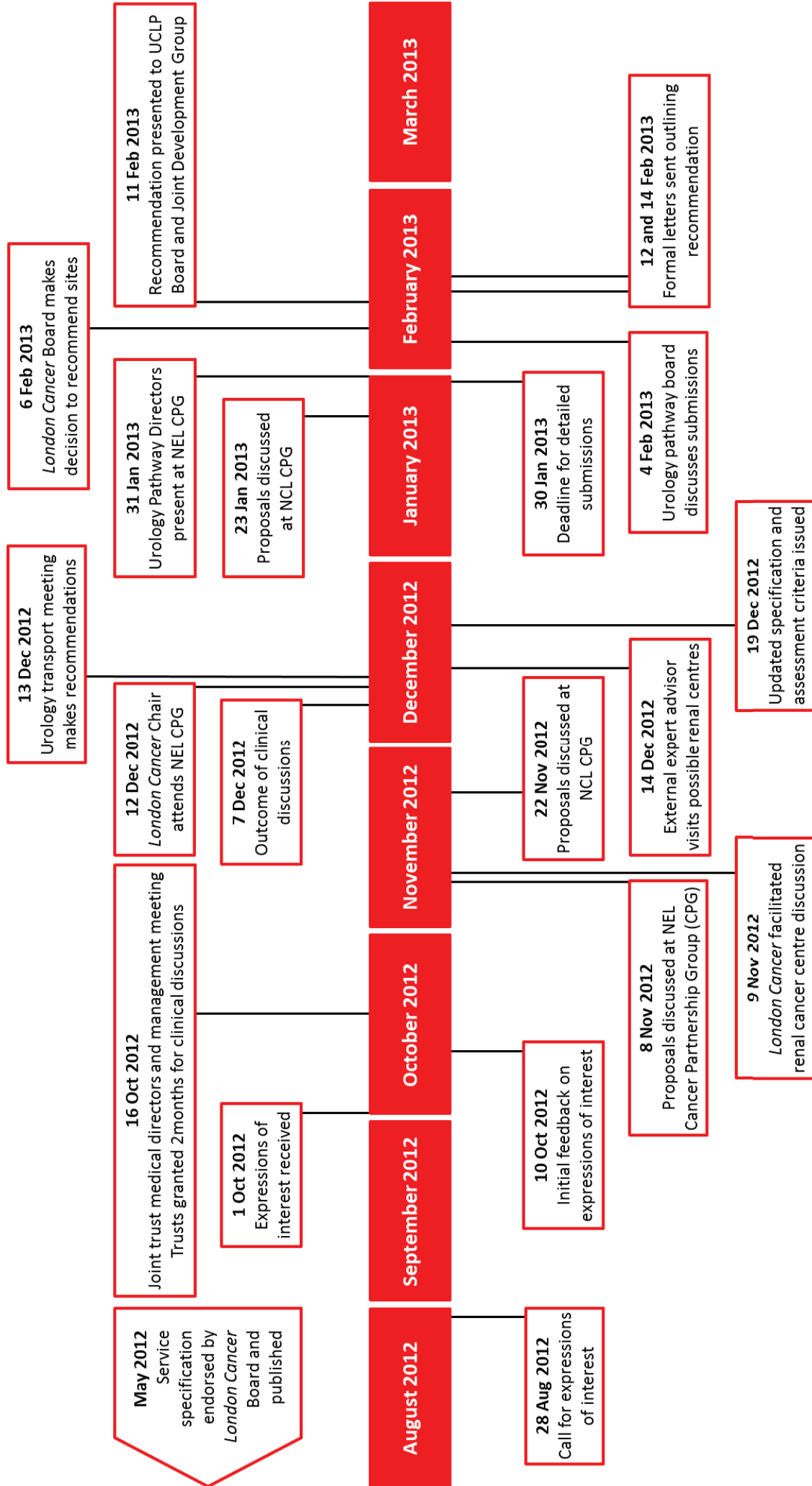
On **12 February 2013** written feedback letters were sent to the CEOs of the two trusts interested in hosting the specialist renal centre (RFL and BH).

On **14 February 2013** a written feedback letter was sent to the CEO of the trust interested in hosting the specialist bladder-prostate cancer centre (UCLH).

It was emphasised to all three trusts in this correspondence that that the public engagement process for urological cancer services is ongoing. Until this process is complete, although planning for change can continue and we would encourage this across the trusts, they should not make any irreversible changes to their specialist urological cancer services until the NHS Commissioning Board has considered and decided whether to agree our recommendations.

Over the coming weeks we will be working through the process of accreditation for both specialist centres and local urological diagnostic and treatment units should our proposals be supported by our commissioners. We will work with each specialist team to organise any necessary co-design workshops, including input from all relevant stakeholders. We will also need to agree the overall project planning arrangements that each trust proposes to put in place and the part that UCLPartners and *London Cancer* will play in the implementation process. If our proposals are supported by commissioners then we would anticipate full implementation by April 2014.

Detailed timeline



NHS NORTH CENTRAL LONDON	BOROUGHES: BARNET, CAMDEN, ENFIELD, HARINGEY, ISLINGTON WARDS: ALL
REPORT TITLE: Update on the NHS Commissioning Board	
REPORT OF: Peter Coles, Interim Delivery Director Paul Bennett, Delivery Director North Central and East London, NHS Commissioning Board, London	
FOR SUBMISSION TO: North Central London Joint Health Overview & Scrutiny Committee	MEETING DATE: 14 March 2013
<p>SUMMARY OF REPORT:</p> <p>A presentation will be made to Committee Members to provide them with an update on progress in establishing the new commissioning arrangements for healthcare which will be fully operational from 1 April 2013.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Progress in setting up the National Commissioning Board and transition from the Strategic Health Authority and PCT Clusters. • The new commissioning arrangements for specialised services and other directly commissioned services such as Health Visiting • Progress in establishing and authorising the new Clinical Commissioning Groups • Key strategic issues for North Central London and how they will be taken forward in the new arrangements • Arrangements for liaison with Health and Wellbeing Boards and Overview and Scrutiny Committees. • An opportunity to ask questions <p>CONTACT OFFICER: Peter Coles Interim Delivery Director NHS Commissioning Board, London</p>	
RECOMMENDATIONS: The Committee is asked to note the progress on establishing the new commissioning arrangements.	
DATE: 26 th February 2013	

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NHS NORTH CENTRAL LONDON	BOROUGHES [: BARNET, CAMDEN, ENFIELD, HARINGEY, ISLINGTON WARDS: ALL
REPORT TITLE: General update from the North Central London Maternity and Newborn Network for 2012-13.	
REPORT OF: Sarah Price – Chief Officer Haringey CCG Fiona Laird – Head of Midwifery NMUH Suzanne Sweeney – Acting Maternity Network Manager NHS North Central London	
FOR SUBMISSION TO: North Central London Joint Health Overview & Scrutiny Committee	MEETING DATE: 14 th March 2013
SUMMARY OF REPORT: The North Central London Maternity and Newborn network has continued to ensure clinical input to inform and direct targeted service improvement interventions and support the strategic development, and commissioning, of maternity services across North Central London providers. The network implemented an agreed work plan to address the following areas during 2012; <ul style="list-style-type: none"> • Standardisation of midwife to birth ratio • Standardisation of guidelines and protocols • Establishment of training days with the North Central London Perinatal Network(NCLPN) • To secure the future and local development of the North Central London Maternity and Newborn network. • To work collaboratively with the emerging Maternity and Child Strategic Clinical Network (SCN) through the London Clinical Senate. <p>This report provides a general update on maternity services, work force planning (in response to the ageing midwife population), and maternity unit suspensions (diverts).</p> <p>CONTACT OFFICER: Suzanne Sweeney Acting Maternity and Newborn Network Manager NHS North Central London</p>	
RECOMMENDATIONS: The Committee is asked to comment on the report for North Central London Maternity and Newborn Network 2012/13.	
Sarah Price, SRO for Maternity, NHS North Central London DATE: 04 March 2013	

North Central London Maternity and Newborn Network

North Central London Maternity and Newborn Network is a provider network made up of the following Trusts: UCLH, Royal Free, North Middlesex, Whittington, Barnet and Chase Farm.

This report gives an overview of the work and achievements of the network in 2012/13.

In 2013/14, the network plans to increase engagement with the five CCGs in North Central London and to establish a new strategic group across North Central London and East London in line with Academic Health Science Centre (UCLP)

General Update on North Central London Maternity Services

Achievements Overview

- Maternity services across North Central London have been successful in receiving additional central NHS funding to invest in local services. Both the Whittington Hospital and the Royal Free were successful in their bids for funding to improve midwifery services and patient experience.
- The midwifery unit at the North Middlesex University Hospital (NMUH) were presented with the prestigious Bio Oil Team of The Year Award at the Royal College of Midwives' annual award ceremony. The team's application focussed on engaging the hearts and minds of their staff as well as the patients to provide the best possible service at every stage of the maternity pathway. 100% of mothers surveyed said they would recommend the maternity service at NMUH.
- University College London Hospital maintained their level III Clinical Negligence Scheme for Trusts and the Royal Free Hospital obtained this level.
- Thames Regional Perinatal Group (TRPG) appraised the North Central London Perinatal Network (NCLPN) including maternity services. Good feedback was received and we are awaiting the final report.

Work Completed

Throughout 2012/13 the network has supported service transformation and improvement, as well as strategic plans (including the QIPP programme). Specific areas of work completed include:

- **Reducing the C-section (Caesarean-section) rate:**
The sector shows an increase in normal deliveries from April 2012 and a decreased trend in C-section for the same time period. Overall from 2011 to 2012, although there have been peaks and troughs, the overall trend for C-section has declined.
The rate for C-Section was high (32% in November 2011). The network has achieved reduction in key Trusts through the adoption of a standardised multi disciplinary approach and protocol for reviewing all C-sections. This has been embedded in the maternity contract specifications. The network has designed an information leaflet on elective C-section on maternal request and undertakes monthly monitoring of C-section rates for a standing item discussion at the quarterly NCL Maternity Network Board. The network has also looked at the wider reasons for maternal choice C-section and undertaken an audit of VBAC (vaginal birth after Caesarean section).

- **Implementing an effective process for sharing best practice:**

For example, the use of Fetal Fibronectin to detect threatened pre-term labour has been adopted across North Central London. The network has also introduced the use of Propess® for induction (moving to outpatient induction) and the use of magnesium sulphate in pre-term labour to prevent cerebral palsy.

- **Standardisation of counting midwife to birth ratio in North Central London:**

All units have now standardised the way in which they collect data for this indicator, using an agreed template which is reviewed monthly. All units are working towards the recommendation and the sector expects compliance by year-end. NHS London recommends a ratio of 1:30 for London units.

- **New Publications:**

The network has created a North Central London Birth Choice leaflet for women and families which also includes information for women assessed to have high risk pregnancies and births.

The network has worked towards the standardisation and procurement of delivery packs in NCL.

- **Staff Development**

To standardise training and skill competencies across the sector, the network developed and piloted the NCL Passport for Learning. Initial work was undertaken by the clinical practice facilitators' working group.

The network has successfully established joint training days with the North Central London Perinatal Network to share and inform best practice and new developments. Both networks work collaboratively on projects, such as reducing avoidable admissions.

New approaches to improving staff attitude include the introduction of Care rounds, Midwife rounds and staff incentive schemes.

- **Future Work Plans**

The network is working towards a centralised booking procedure within the sector to help reduce the number of double bookings.

Workforce Planning

We have reviewed the current midwifery workforce across the sector. As expected, there is disparity in age of the workforce in each unit. Those Trusts where the ageing population was an issue are working to mitigate these effects internally.

The network has focussed its efforts in areas where it could positively impact clinical quality and improve the birth experience for its mothers. Much work has been undertaken to achieve the evidence-based national recommendations on midwife to birth ratios (1:30) across the network, ensuring that all units were using standardised reporting models. The network expects to be fully compliant by year-end.

Maternity Diverts 2012

Most Trusts did not need to divert services during 2012.

Unit	No. of diverts
North Middlesex University Hospital	None
Royal Free Hospital	None
Whittington Hospital	None

University College London Hospital	One
Barnet and Chase Farm Hospitals	158 - mainly internal transfers between hospital sites

It is expected that the movement of maternity services from Chase Farm Hospital to Barnet Hospital in November 2013, with the associated physical capacity improvements and appropriate workforce in place as part of the implementation of the BEH Clinical Strategy will solve the internal divert issue at this Trust.

The network will continue to closely monitor service provision and any maternity diverts.

Sarah Price
SRO For Maternity
NHS North Central London

Paper for the JHOSC meeting on 14th March 2013

Conclusion to planned change to the provision of neurosurgical services in North Central London

Submitted by:

**Royal Free London NHS Foundation Trust and University College
London NHS Foundation Trust**

1.0 Summary of current position

The Joint Health Overview and Scrutiny Committee (JHOSC) approved the transfer of non-elective neurosurgical patients, intracranial neurosurgery elective inpatient work, and complex spinal work in May 2012 and the transfer of these services took place in June 2012 (phase 1). At the time of approval the committee was aware that this represented phase 1 of a 2 stage process. This paper outlines the conclusion of this process with the transfer of routine spinal surgery scheduled to move to Queen Square at the end of March 2013 (phase 2).

The transfer of services outlined in phase 1 has been a success, with patients receiving world class neurosurgical services with excellent patient outcomes on one site within the North Central London sector within a comprehensive neurosciences centre.

Routine spinal surgery remained at the Royal Free Hospital with 24/7 consultant support from Queen Square and day time junior doctor cover from the neurosurgical team at Queen Square. The out of hours support has been provided by the orthopaedic team at the Royal Free Hospital. Current elective work at Royal Free is approximately 20 cases per month equating to 240 inpatient cases per year plus related outpatient and diagnostic imaging services. The interim service at the Royal Free was a short term solution and the plan, as agreed with the JHOSC, was to transfer the remaining services to Queen Square within the same financial year.

The rationale for this two stage approach to this transfer was based on capacity restrictions at Queen Square. Additional capacity is now in place following a capital project to create 7 extra beds and improvements to the availability of day care facilities. UCLH is able to confirm that the remaining patients can now safely be accommodated on the Queen Square site.

This transfer of services was recommended to the JHOSC on the basis that the consolidation of neurosurgical services in North Central London offered significant benefits to patients including but not limited to; accelerate advances in neurosurgical practice through research, improve education to medical and nursing teams and more effective use of resources through collocation and consolidation

2.0 Next steps

The two trusts concerned are now engaged in the communication and consultation exercises required in order to conclude the transfer. Formal staff consultation will conclude on 12 March 2013. The majority of staff directly affected by the service change transferred in June 2012 as part of the phase 1 change. There are 4 members of staff on the TUPE list for transfer with phase 2.

The future arrangements for neurosurgical services will be a continuation of the current pathways for patients attending Accident and Emergency Department which have been reviewed following the implementation of phase 1. Following implementation of phase 2 the Royal Free neuroscience services will be supported by a Consultant neurosurgeon presence at the weekly neurosciences multidisciplinary meeting, a weekly imaging meeting and teaching sessions for postgraduate and undergraduate students supplemented by 24/7 phone advice.

It is planned to hold another Stakeholder event for interested patients, GP's and patient representative groups as a follow up to last year's event on the Queen Square site during the week commencing 18 March

The North Central London commissioners are supportive of this service change, which was discussed at their May 2012 Board meeting. Commissioners have been assured that the service change will not create any duplication of clinical pathways. The Clinical Commissioning Groups were sent a paper on 4 January 2013 regarding the final element of the transfer, no concerns have been raised and a paper will also go to the NCL PCT Cluster Board for their March Board meeting. The Office of Fair Trading has recently reviewed the transfer of service and has informed both Trusts that the transfer has been cleared.

The Health and Overview scrutiny committee is asked to support the conclusion of the service transfer approved in May 2012.

NHS NORTH CENTRAL LONDON	BOROUGHES: BARNET, CAMDEN, ENFIELD, HARINGEY, ISLINGTON WARDS: ALL
REPORT TITLE: Transition Programme Progress Update – March 2013	
REPORT OF: Alison Pointu Director of Quality and Safety and Executive Lead for Transition NHS North Central London	
FOR SUBMISSION TO: North Central London Joint Health Overview and Scrutiny Committee	MEETING DATE: 14 March 2013
EXECUTIVE SUMMARY OF REPORT: This paper provides an ‘exception report’ on the NHS North Central London Transition Programme as requested by Members of the Joint Health Overview and Scrutiny Committee and sets out: <ol style="list-style-type: none"> 1. Progress on the handover of functions from NHS North Central London to the new organisations that will commission and manage healthcare services from 1 April 2013; 2. Details of the Legacy Management Organisation that will manage any residual activities and issues from 1 April 2013; 3. Our approach to managing the final remaining Transition Programme risks and issues. Sile Ryan Transition Programme Manager NHS North Central London	
RECOMMENDATIONS: The North Central London Joint Health Overview and Scrutiny Committee is asked to note this report. Attachments included: Report.	
Alison Pointu Director of Quality and Safety and Executive Lead for Transition	
DATE: Tuesday 26th February 2013	

TRANSITION PROGRAMME PROGRESS UPDATE – February 2013

1. Update on handover from NHS North Central London to new NHS organisations

The NHS North Central London Transition Programme is nearing completion of the phased handover of functions from NHS North Central London to the new organisations which will manage and commission healthcare services from 1 April 2013. This handover of functions was preceded by extensive joint planning and preparation across the system.

Significant progress has been made in partnership with receiving organisations to enable a smooth transition to the new system. The handover process involves meetings at functional level supported by comprehensive documentation, followed by Final Handover Meetings at Chief Executive, Chief Officer and Director level to provide oversight and sign-off. The majority of the functional level meetings have taken place, and NHS North Central London is on track to complete sign-off by mid March.

In addition, some activities and live issues will be handed over to a Legacy Management Organisation, where it is not appropriate for these to transfer to receiving organisations. This organisation is described in further detail below.

Delivery against plans for managing the closedown of NHS North Central London is also on track:

- The majority of NHS North Central London staff have been placed in new roles. The People Transition Team is engaged in a priority activity on a pan-London basis to identify opportunities across the system for suitable alternative employment for displaced staff.
- Month 9 Financial Hard Close was completed as planned, and audit has commenced.
- The Corporate Governance Team submitted the scheme of NCL assets and liabilities to the Department of Health as required in January 2013. These will be signed off formally at the final Joint PCT Boards meeting 21 March 2013.

During the final transition period there remains a core cluster team at NHS North Central London ensuring the delivery of statutory PCT functions including quality and safety, finance and supporting local governance arrangements until 31 March 2013.

2. The role of the Legacy Management Organisation

The purpose of the Legacy Management Organisation is to co-ordinate post-reform transition and to resolve appropriate legacy and new / unplanned issues as they arise. It will deal with legacy elements arising from closedown (locally and nationally), transfer schemes and unresolved or new issues.

Work is currently underway at the Department of Health, NHS London and NHS North Central London to identify legacy organisation activities and issues that will extend beyond 31 March 2013, and the resources and approach required to manage these activities. It is anticipated that the Legacy Management Organisation will be established at national level, with a specific and dedicated Legacy Management Programme for London.

The potential scope of the Legacy Management Organisation includes incomplete or on-going activities that are not appropriate to handover, or that will not be ready to be closed down or handed over by the 31st March. Some examples include:

- **Financial closure:** Completion of 2012/2013 accounts and audit, settling of outstanding invoices, final payments to staff relating to 2012/2013, transfer of balances to receiving organisations;
- **Human Resources (HR):** Management of remaining staff exits and HR administration activity;
- **Governance and case management:** Completion of annual reports; acting as a focal point to signpost new organisations to “old world” issues; managing the response to all claims or queries (including Freedom of Information) that are received relating to transition or the previous organisations’ statutory duties;
- **IT:** Closedown of servers and data centres; de-commissioning of assets and facilitating access to systems (e.g. finance and payroll);
- **Case management:** Management of investigations (e.g. Independent Investigations, Ombudsman cases, coroner’s inquests) that relate to the previous organisations’ statutory duties.

3. Managing risk during the final stage of transition

The Transition Programme for NHS North Central London is taking a risk-based approach to delivery. This approach places a strong emphasis on early identification, proactive management and resolution of risks and issues, with rapid escalation when necessary.

Key areas of risk for the future system in the period post 1 April 2013 have been identified, captured and are being actively managed in collaboration with NHS London and receiving organisations. These areas of risk and our mitigating actions are set out below.

Achieving a safe handover of corporate knowledge and skills from the old to the new system

Our mitigating actions include:

- A highly comprehensive approach to handover and assurance developed in partnership with receiving organisations. Detailed handover certificates have been developed for each statutory function and are discussed at each handover meeting. This is in addition to a comprehensive suite of legal documentation.
- A face-to-face meeting between the ‘sender’ and ‘receiver’ is being convened for the handover of every statutory function, to provide opportunity for discussion and sharing of information.
- A comprehensive ‘Library of Knowledge’, covering all key organisation, activities and developments related to the PCT Cluster has been developed as part of mitigation on loss of corporate memory.
- A systematic approach to documenting and sharing transition plans and reports and the outputs of all transition related meetings.

Ensuring the alignment of commissioning activities in the new system to avoid gaps in service delivery

Our mitigating actions include:

- Facilitating weekly conversations between those involved in delivery of the new system to avoid differences in expectations. For example, weekly meetings with the CCGs and the CSU.
- Working with organisations that will commission services in the new world to undertake skills transfer and capability development, and to support the development of commissioning partnerships.
- Convening learning and information sharing events for future commissioners and promoting joint working, e.g. Learning by Doing Event (October 2012), Quality and Safety Information Sharing Event (12 March 2013).

Maintaining the safety and stability of the healthcare system by ensuring continuity of commissioning and delivery of services

Our mitigating actions include:

- A robust approach to handover and assurance, which involves both functional meetings and Chief Executive and Director level meetings
- Local (CCGs and CSU) and pan-London (e.g. NHS Commissioning Board London) sender / receiver meeting taking place on a weekly basis to ensure complete clarity regarding 'who does what' once functions are transferred.
- Promoting collaborative working between senders and receivers, and amongst receivers, specifically around governance and functional transfer.

If residents of your boroughs have any questions about Transition at NHS North Central London or would like to receive further information or information in another format, please contact: Sile Ryan, Transition Programme Manager, Sile.Ryan@nclondon.nhs.uk.

Joint Health Overview and Scrutiny Committee (JHOSC) for North Central London Sector

14 March 2013

Future Dates/Work Plan

1. Introduction

- 1.1 This report outlines proposed future date(s) for the JHOSC and outlines issues that have been identified as possible future items.

Next Meeting

- 1.2 It is proposed that the next meeting of the Committee take place on Thursday 6 June at Camden.
- 1.3 Issues identified as potential future items for meetings are currently as follows:
- NHS Trust Development Authority - overview of their work with NHS Trusts and how reconfigurations are organised.
 - Barnet and Chase Farm Hospitals NHS Trust – potential merger with the Royal Free.
 - Out of Hours Contract/Harmoni
 - Contraception services

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Whittington Health Trust Board

23 January 2013

Title:	Trust Estates Strategy and 5-yr capital investment strategy		
Agenda item:	13/011	Paper	6
Action requested:	<i>for agreement</i>		
Executive Summary:	<p>From April 2013, the trust estate will comprise of 17 Freehold or Head Lease premises, with a further 16 buildings being in occupation under leasing arrangements with 3rd party landlords. The attached estate strategy sets out how the trust will manage its estate over the next five years in order to deliver on its clinical and education strategies. The Whittington Health estate will be rationalised to release cash to support the trusts financial position going forward of c£7m. This will be achieved by;</p> <ul style="list-style-type: none"> • Ward closures at the main hospital, and a general reduction in outpatient services located on the acute site • of community premises by improving utilisation of clinic space • Location of undergraduate education to the Highgate Wing • The implementation of space charging • Capping births at 4,000 allowing redevelopment of maternity accommodation within the current CRL over a five year period • Reduction by 20% of back office accommodation and rationalisation of acute staff based on the acute site into community properties • Implementation of EPR and paperless working reducing storage of records <p>To support the delivery of the estate strategy, a 5-year investment plan has been prepared and is attached to this document. The plan has been prepared to address the investment needs for the Whittington Health estate, and to address associated strategies including the IT strategy and the Carbon reduction strategy.</p>		
Summary of recommendations:	<p>This strategy has been ratified by the Finance and Development Committee and is recommended for approval by the Trust Board. The 5-year investment plan is due to be ratified by the</p>		

	F&D on 21 January and is recommended for approval subject to this ratification						
Fit with WH strategy:	Whittington IT Strategy; Whittington Carbon Reduction Strategy; Whittington Health Clinical Strategy; Whittington Health Education Strategy						
Reference to related / other documents:							
Date paper completed:	14 January 2013						
Author name and title:	Philip Ient; Director of Estates and Facilities			Director name and title:		Richard Martin; Director of Finance	
Date paper seen by EC		Equality Impact Assessment complete?		Risk assessment undertaken?		Legal advice received?	

Trust Estate Strategy and 5-year Capital Investment Plan

1 Introduction

This strategy is required to direct the management of the trust estate to support the trust clinical and education strategies and the trust Foundation Trust application.

This strategy supports existing or emerging strategies including;

- Whittington Health Strategy 2011 – 2016 this states;
“Change the way that we work to build a culture of innovation and continuous improvement, working flexibly and in new ways to achieve efficiency and effectiveness...” page 3. And,
“...we intend to...ensure that the hospital provides services that only the hospital can provide. In turn we will transfer a significant part of the demand for hospital services to more appropriate community care settings....” – page 9.
- Foundation Trust application
- Education strategy including the provision of undergraduate education through the Special Increment For Teaching (SIFT)
- IT Strategy including the implementation of the Electronic Patient Record (EPR)
- Workforce Strategy
- Records management Strategy

2 Description of the Strategy

The Current Position

The trust currently owns the freehold to one premise (The Whittington Hospital, Magdala Avenue) and from April 2013 will receive the freehold or head lease title to a further 16 premises. In addition the trust will provide services from 16 premises where it will have leases from 3rd party landlords. In addition, we occupy buildings on the St Ann Hospital site that are subject to the Barnet, Enfield and Haringey MHT strategy that requires rationalisation of services. These will be occupied under an SLA with BEHMHT.

The Reason For Change

The clinical services are provided from premises that range in age from those built in the mid 19th Century to those constructed in the last five years. This, coupled with a wide range in condition and functional suitability means that a clear strategy is needed to ensure that going forward the right care is provided from the right location and from premises that are fit for purpose. By embarking on a five year plan to modernise and rationalise, the trust can expect to see a capital receipt in the region of £7m (net), a reduction on the acute site of approximately 8,375m² of which only 550m² is clinical. Further there will be a reduction in the revenue cost associated with running a diverse and large estate of £2m backlog and £600k revenue. The strategy consists of a number of propositions that have been tested and hold true regardless of external and internal influences. These propositions translate into the following actions;

- A rationalisation of the main acute site with services currently provided from premises north of the service road being either located into community premises, or into modernised buildings on the south side of the road. After rationalisation of the main site, all buildings north of the service road will be vacant and available for disposal or for alternative clinical use. The challenges of the rationalisation process

should not be underestimated and will involve managing down, relocating and in some instances discontinuing some functions such as, Residential accommodation.

- A reduction in back office space of 20% by implementing the EPR, ESR and SMART working
- A reduction in records held by adopting the Records Strategy that provides for long term off site storage
- Provision of undergraduate education required under the SIFT agreement in new accommodation on the Highgate Wing supporting the trust's education strategy
- A reduction in the number of wards on the acute site and a reduction in the number of outpatient contacts seen on the main hospital site
- Capping of births in Maternity at 4,000 thereby allowing the trust to complete the modernisation of the maternity wing from within its own CRL over a five year period
- To work with Barnet Enfield and Haringey Mental Health Trust to assist in their own estate strategy with regard to rationalisation of the St Ann's hospital site. Whittington Health has services located on this site that in some instances need to be moved from buildings targeted for disposal into the retained portion of the St Ann's site. NCL have advised they will not pay for service relocations. BEH MHT have agreed to relocate Sexual Health and Clinical Audiology at their own cost. The question as to who pays for relocating other Whittington Health services on the St Ann's site has yet to be resolved.

How will the strategy be embedded into the organisation?

This strategy has been developed with consultation of a wide range of stakeholders, including the full trust Executive Committee, the Trust Operational Board, and the directors of HR and IT.

The vehicle for its development has been the Estates Transformation Group, who have tested versions of the strategy as they have been developed. Importantly, this has included testing the propositions that were intended to provide a solid foundation for the strategy, holding good regardless of external and internal influences.

Once the strategy has been approved, its delivery will be managed by the ETG and overseen by the F&D Committee.

The 5-year investment plan

To support the delivery of the estate strategy, a 5-year investment plan has been prepared and is attached to this document. The plan has been prepared to address the investment needs for the Whittington Health estate, and to address associated strategies including the IT strategy and the Carbon reduction strategy. In addition, it includes schemes that have been considered by the executive committee to warrant use of trust capital resource for investment purposes. These schemes have either been approved as funded, or approved, subject to funding. The investment strategy as a whole was considered by the Finance and Development Committee during the passage of the Estates Strategy through the committee stage to approval

The plan considers;

- The five years from 2013/14 through to 2017/18.
- Schemes that have been bought forward from 2013/14 into the current financial year to accommodate the ambulatory care centre project planned for 2013/14
- Notes a commitment to support key investment projects pending appropriate funding sources

3 Impact on the work of Whittington Health

Benefits to the organisation

By adopting the strategy, the organisation will benefit from an estate that is rationalised, modernised and fit for delivery of the trust strategy. Utilisation of premises will be increased and the premises overhead will be reduced thereby improving service line costs.

Careful reinvestment of the proceeds from the sale will be used to improve the residual estate on the acute site and create a cash surplus to support the trust's financial position going forward.

Risks

The challenge for the trust going forward is to ensure that the propositions are applied to changes in strategy. Failure to do this will mean that the strategy will not be delivered in its entirety leading to a continuance with a sub optimal estate, higher than necessary premises overheads and poorly utilised space.

The challenge is for trust management to deliver the changes in clinical care that will reduce the need for in patient beds leading the closure of the wards identified in the strategy and for the number of outpatient contacts to be reduced as clinical care takes place closer to the patients home.

For staff the impact will be that SMART working becomes more widespread with adoption of paperless office environments, use of hot desks and where appropriate home working

Implications and effect on governance

The strategy has been developed with the full involvement of senior management and executive directors. It has been widely discussed at the ETG, and has been developed to reflect strategies that in themselves have been the result of wider stakeholder consultations. For this reason there is no anticipated effect on trust governance.

Cost and other implications

To achieve the desired outcomes, the trust must reinvest some of the proceeds of sale of land into redevelopment of legacy estate. The total land sale receipt is anticipated to be £17m with £10m required for re-investment. The bulk of this re-investment is in re-provision of education and training, on call and offices displaced as a result of the closure of Jenner Building, together with the conversion of wards to accommodate functions flowing from the north part of the site. Most importantly, there is a reduction of £2m in backlog and £600k in revenue costs associated with the legacy estate.

Levers for achieving the desired result

The assurance and governance framework to ensure the strategy remains relevant and delivered over a five-year period will be via the F&D committee through the ETG. Membership of the ETG reflects the make up of operational services and consists of those managers responsible for delivering the clinical strategy, the educational strategy and the IT strategy. Where targets slip, or change, these will be managed by the ETG, with reference to the full executive at the EC.

4 Next steps

Once approved the trust will embark upon a programme of schemes that culminate in delivery of the strategy by 2018. From 2013 to 2015 this means;

- Adopting a risk reduced strategy of consolidating and managing the subsumed community properties to maximise efficiency.
- To introduce SMART working and space charging to act as a catalyst to reduce dependency on the built environment

In terms of the built environment this means;

- Conversion of L1 and L3 of HGW for delivery of undergraduate education
- Conversion of L5 HGW for delivery of the EPR for two years
- Subsequent conversion of L5 and L6 HGW for SMART working
- Relocation of Procurement to an off site location and use of the released space for SMART working from Jenner
- Conversion of L3 old stores for SMART working from Jenner
- Creation of an ambulatory care centre
- Conversion of the old boiler house for medical records (until 2014)

From 2016, all Jenner occupants will be relocated, all on site residences (apart from on call) will be closed, and residual clinical services (currently in the Nurses Home) will be relocated

Management and implementation of the strategy will be monitored bi monthly at the ETG and reporting to the F&D committee will be bi-annual. Management of the investment strategy will be through the Capital Monitoring Group reporting to the Executive Committee.

Financial Summary

Sources	2013-14 schemes brought forward to 2012-13	2013/14	2014/15	2015/16	2016/17	2017-18
Available CRL (Estimated by year)	£ 970,000	£ 9,938,000	£ 9,195,000	£ 9,417,000	£ 9,188,000	£ 9,667,000
Additional CRL	£ 350,000					
Ambulatory Care Centre	£ 2,900,000					
CRL (Estimate based upon community properties) £600k not included to preserve cash position in 2013/14			£ 600,000	£ 600,000	£ 600,000	£ 600,000
Totals	£ 4,220,000	£ 9,938,000	£ 9,795,000	£ 10,017,000	£ 9,788,000	£ 10,267,000

Applications	2013-14 schemes brought forward to 2012-13	2013/14	2014/15	2015/16	2016-17	2017-18
Main Programme						
Premises, Health and Safety, Backlog and DDA	£ 1,418,000	£ 300,000	£ 1,875,000	£ 2,785,000	£ 2,595,000	£ 4,264,500
Medical Equipment	£ 917,000	£ 457,000	£ 1,204,000	£ 908,000	£ 755,000	£ 755,000
IM&T	£ 1,545,000	£ 250,000	£ 775,000	£ 776,400	£ 777,500	£ 675,000
Estates Strategy	£ 340,000	£ 6,265,000	£ 3,210,000	£ 3,630,000	£ 1,300,000	£ 2,200,000
Business Case Required		£ 500,000	£ 900,000	£ 400,000	£ 400,000	£ 500,000
Project Management Costs		£ 500,000	£ 500,000	£ 500,000	£ 500,000	£ 500,000
WFL lifecycle costs		£ 670,876	£ 321,446	£ 467,960	£ 708,361	£ 904,523
Asteral life cycle costs		£ 994,316	£ 1,009,182	£ 549,559	£ 2,752,117	£ 467,837
Cumulative Total	£ 4,220,000	£ 9,937,192	£ 9,794,628	£ 10,016,919	£ 9,787,978	£ 10,266,860
Over / under commitment	0	808	372	81	22	140

You

Estates Backlog, Plant Replacement and Legal & Statutory

Scheme	2013-14 schemes b/f to 2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Rolling Replacement Programme						
Roofing	80,000		80,000	80,000	80,000	80,000
Fixed wiring backlog	50,000		50,000	50,000	50,000	50,000
Security equipment	40,000		40,000	40,000	40,000	40,000
Flooring replacement	40,000		40,000	40,000	40,000	40,000
Legionella Works	40,000		40,000	40,000	40,000	40,000
H&S miscellaneous arising from risk assessments	50,000		40,000	40,000	50,000	50,000
RRO 2005 regulations/ fire risk assessments	50,000		50,000	50,000	50,000	50,000
Soil and Vent Stack Replacement	20,000		20,000	20,000	20,000	20,000
Carbon reduction	300,000		300,000	295,000	240,000	350,000
Medical Gas Compliance work			50,000	50,000	50,000	50,000
External roadway repairs and resurfacing	50,000		50,000	25,000	30,000	65,000
K' rolling refurbishment			100,000			300,000
Fire escape refurbishment	50,000		50,000	50,000	50,000	50,000
Split System Replacement Programme + backlog works	25,000		25,000	25,000	25,000	25,000
AHU Replacement programme			460,000			300,000
Various schemes to help comply with DDA			20,000	20,000	20,000	20,000
Wayfinding	10,000		10,000	10,000	10,000	10,000
Pest proofing	10,000		10,000	10,000	10,000	10,000
Asbestos management programme	10,000		10,000	10,000	10,000	10,000
Laboratory compliance works			50,000	50,000	50,000	50,000
Working at Height Compliance	10,000		10,000	10,000	10,000	10,000
Nurse Call ward by ward replacement	20,000		20,000	20,000	20,000	20,000
Lift replacement/lift replacement programme			250,000	250,000		424,500
ED refurbishment	100,000		100,000		100,000	
Catering	28,000					
Medical gas Compliance and Plant Replacement	150,000					
Pathology Autoclave	250,000					
Theatres		100,000				
Simmons House	35,000	200,000				
Generator Replacement				100,000	100,000	
Boiler replacement 'P' block						200,000
Replacement endoscopy unit				1,500,000	500,000	
External façade; K Block and C, D, and E block					1,000,000	2,000,000
Total	1,418,000	300,000	1,875,000	2,785,000	2,595,000	4,264,500

Replacement or backlog

Legal and Statutory

Strategy

Medical Equipment

Scheme	2013-14 schemes brought forward to 2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Medical Equipment						
Trust wide						
Rolling replacement programme						
Moving and handling equipment	20,000		20,000	20,000	20,000	20,000
Plinths	20,000		10,000	10,000	10,000	10,000
Monitor replacement	190,000		60,000	60,000	60,000	60,000
Weighing scales			5,000	5,000	5,000	5,000
Medical equipment library stock replacement	50,000		50,000	50,000	50,000	50,000
Respiratory equipment	20,000		20,000	20,000	20,000	20,000
Camera stack replacements	200,000			260,000	130,000	130,000
Endoscopes	150,000		150,000	150,000	150,000	150,000
THEATRES general replacement fund	50,000		50,000	50,000	50,000	50,000
NICU general equipment replacement fund			50,000	50,000	50,000	50,000
Diathermy machines (general)	35,000		35,000	35,000	35,000	35,000
Dinamaps*10	10,000		10,000	10,000	10,000	10,000
Ventilators		60,000	60,000	60,000	60,000	60,000
Surgery and Cancer						
Ophthalmology slit lamps	20,000		20,000	20,000	20,000	20,000
Ventilator			50,000	25,000	25,000	25,000
Theatre Trolley Replacement	10,000		10,000	10,000	10,000	10,000
Theatre tables	30,000		30,000	30,000	30,000	30,000
23 x Anaesthetic Machines (approx£30k each) [£230k - all purchased 2012/13]						
Ambulatory Syringe Pumps	25,000					
Womens and Childrens						
CTG monitors			50,000			
Colposcope	40,000					
Ultrasound scanner(Paed's Outpats)			50,000			
Diagnostic and Scheduled Services						
Retinal Camera(Diabetic Screening)						
Medicine and therapies						
6 x Patient Trolleys	20,000		20,000	20,000	20,000	20,000
Laboratory Equipment						
Ultraspec Spectrophotometer	5,000		10,000			
2 x Laboratory Centrifuge	10,000		20,000			
Exhaust protective cabinet	12,000					
Tissue Processor			50,000			
O2 Cabinet			20,000			
Cell Washer (priority 1)			20,000			
CL3 Centrifuge			6,000			
2 x Centrifuge			12,000			
Microscopes				17,000		
Spectrophotometer				6,000		
Pharmacy						
Replacement dispensing robot		250,000				
	917,000	457,000	1,204,000	908,000	755,000	755,000

WHITTINGTON HOSPITAL
5 YEAR CAPITAL PROGRAMME

Information Technology

Scheme	2013-14 schemes brought forward to 2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Rolling replacement project						
Infrastructure renewals (network and servers)	195,000		250,000	250,000	250,000	250,000
Purchase of PCs & Infection Control keyboards\mice			250,000	251,400	252,500	250,000
Purchase of replacement of PACS/RICS system	1,200,000					
Roll out of VoIP			100,000	100,000	100,000	100,000
Electronic Document Management system	100,000					
Implementation of EPR		250,000	100,000	100,000	100,000	
Telecommunications upgrade and resilience	50,000		75,000	75,000	75,000	75,000
	1,545,000	250,000	775,000	776,400	777,500	675,000

Estates Strategy Investment

Short term minor works

Work Strand	Project	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Goswell convert to SMART working	£ 120,000					
2	Relocate MSK to Finsbury HC	£ 50,000					
	HGW L6 to SMART working (b/f)	£ 130,000					
	HGW L5 EPR Project floor	£ 80,000					
	HGW L5 to SMART working				£ 130,000		
	HGW L4 to SMART working (b/f)	£ 130,000					
	HGW L2 Minor works (b/f)	£ 30,000					
	HGW L2 to SMART working			£ 110,000			
	HGW L1 and L3 to UGC Training	£ 400,000	£ 1,500,000				
	Relocation of Procurement and reoccupation		£ 25,000				
3	Minor reorganisation of Jenner	£ 35,000					
4	Boiler House conversion for Medical records	£ 130,000					
5	General Works to Facilitate TPE (b/f)	£ 200,000		£ 100,000	£ 100,000	£ 100,000	
	Ambulatory Care	£ 350,000	£ 2,540,000				
6	Maternity premises improvement	£ -	£ 2,000,000	£ 2,000,000	£ 3,000,000	£ 1,000,000	£ 2,000,000
7	Convert Murray to SMART working			£ 200,000			
8	Convert Old Store to WEC extension			£ 400,000			
9	General provision for SMART working			£ 200,000	£ 200,000	£ 200,000	£ 200,000
	Property Disposal Charges		£ 200,000	£ 200,000	£ 200,000		
		£ 340,000	£ 6,265,000	£ 3,210,000	£ 3,630,000	£ 1,300,000	£ 2,200,000

Long term major schemes

Work Strand	Project	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Boiler house redevelopment - 4 floors			£ 3,640,000	£ 3,640,000		
	Relocate physiotherapy to OPD			£ 600,000			
	Convert vacant wards (Betty Mansell, Coudelsey, Meyrick) to SMART working to accommodate Jenner staff				£ 1,500,000		
		£ -	£ -	£ 4,240,000	£ 5,140,000	£ -	

Business Case Investment

Scheme	2013-14	2014-15	2015-16	2016-17	2017-18
Estate Infrastructure and Construction					
EPR additional investment (above original business case £250,000)		400,000	400,000	400,000	500,000
Sexual Health Bus (approved subject to funding source being agreed)					
Improving Outpatient Pharmacy Experience (£200k funding to be sought from winter pressures capital)					
e-document management licenses plus Mobius licenses	500,000	500,000			
	500,000	900,000	400,000	400,000	500,000

Estates Strategy 2013-2018

Prepared by P Ient - Director of Estates and Facilities

November 2012

Version 9.0

Executive Summary

This strategy is written at a time of considerable environmental uncertainty. The abolition of PCTs and the establishment of Commissioning Groups, together with the wider impact of Government policy changes presents challenges and opportunities. Whittington Health (WH) is transforming from a single-site acute Hospital into a multi-site Integrated Care Organisation (ICO) providing seamless care across acute and community services. This is an exciting period in the development of WH.

The transformation is ongoing; the transfer of qualifying community properties to WH is planned for 31st March 2013. At present we do not possess full information relating to all of these properties. The due diligence process is ongoing. A lack of detailed information across the community estate, combined with a turbulent environment, means that our estate strategy needs to be flexible so that it can adapt as circumstances dictate. A considerable part of the strategy is therefore focused upon developing a series of propositions (principles) and policies that provide a clear frame of reference for ongoing decision-making. These basic principles and policies will therefore give a decision-making “anchor” in a changing world.

The principles and policies are applied to key parts of the estate in high-level development plans which show the “real world” implications of the overall strategy.

The ‘*Whittington Health Strategy*’ (December 2011) guides the estates strategy. We aim to deliver integrated services across the acute and community boundaries. This entails moving services from acute centres into the community so they are delivered as close to patients as possible. We will focus upon changing the way that we work so that we can truly provide flexible, effective services across a multi-location organisation. Combined with these internally driven objectives we face some “known” challenges driven by external forces. The impact of these upon the estate need to be taken into account as they include the disposal, by third parties, of sites upon which WH services are accommodated.

Our strategy takes account of uncertainties by looking over two broad time horizons. The initial phase commencing summer 2012 focuses on the integration of the estate into a cohesive whole, relocating services from acute centres to the community, implementing modern SMART and paperless methods of working, implementing key clinical service initiatives insofar as they impact upon the estate and resolving key externally driven issues. In this way we hope to fully exploit the full benefits of an ICO whilst not exposing the organisation to undue risk in its early development phase. Work has begun in anticipation of Whittington Health becoming a Foundation Trust and therefore this strategy commences from summer 2012 in order to cover this important lead-in period.

Longer-term, the strategy focuses on some transformational estate development projects. Lack of funding has blocked the progression of essential capital projects, such as significant renovation and improvement of clinical buildings on the Whittington acute site. The poor condition of the Maternity building on the acute site has been identified as a key issue to address. The creation of the ICO and the relocation of services from the acute site into the community offers opportunities to release space on the main acute site that could be used to accommodate increased clinical activity, or to facilitate land sales which generate additional revenues or capital sums to invest in improving the retained estate.

Our strategy is designed to align the estate with the strategic goals of the transformed organisation in order to help deliver effective high quality services to our patients.

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Introduction to Estates Strategy

The paper contains three main sections:

Part 1: examines the “where are we now” for both the existing estate – (the Whittington Hospital Trust - WH) and the additional estate including additional community properties that are envisaged to transfer to WH as part of the transfer of the PCT Estate on 31/03/2013

Part 2: builds our estate strategies, by:

- Examining the general environment from external and internal perspectives
- Identifying “fixed points” i.e. those events that we have to plan for and respond to
- Drawing directional guidance from existing strategic plans and objectives

From this analysis propositions are developed which encapsulate “our corporate view of the world.” The propositions are then developed into estate strategies or policies.

Part 3: the developed estate strategies are then applied to key sites, and where appropriate high-level site development plans are drawn up. Details are given of key management and development projects together with significant investments and disposals. Where appropriate the timeframe is in two parts:

- Short/medium-term – where a period of management action will take place focused upon consolidating, integrating and harmonising the additional properties into the existing estate
- Longer-term – significant projects and directions that will need to be examined in detail nearer the time in question but need to be set down here to establish a long term framework for estate decision-making

PART 1: The Existing Estate

1. Introduction

Whittington Health has evolved with the joining up of Islington and Haringey community services, including social care in Islington, and Whittington Hospital.

We service a catchment population of circa 440,000, with a turnover of circa £277m and over 4000 staff.

At the point of formulating this strategy the transfer of community properties to Whittington Health under DoH guidance (“PCT Estate - *Future Ownership and management of the estate in the ownership of Primary Care Trusts in England*”, issued 4th August 2011) will take place on 31st March 2013. WH expects to take on a variety of additional property interests, including full management responsibility (freehold and head lease interests) for some 14 Health Centres, and further obligations under various occupational arrangements for a further 20 properties. This will drive significant changes to the estate profile, presenting opportunities and challenges. Only limited information is available for the community properties as the due diligence process has not as yet been completed. Work to date has however enabled us to build up a “snapshot” of the estate. After formal transfer of the properties, over time a more detailed database of information will be built up. The information in this strategy relating to the community estate is therefore limited but represents our understanding at this point in time.

This strategy will therefore review the existing estate in two parts:

- a) The Existing Whittington Estate
- b) The Community Estate

Part 1 a): The Existing Whittington Estate

2. Background

The Whittington Hospital is the main acute site, situated in the London Borough of Islington between Dartmouth Park Hill to the west, Highgate Hill to the east, a primary school to the north and Magdala Avenue to the south. It occupies a single site of 4.5744 hectares between the urban centres of Archway to the south (¹/₄ km) and Highgate Village to the north (¹/₂ km). The closest underground station is Archway on the Northern Line and numerous bus routes pass or terminate close to the hospital.
The postal address is:
The Whittington Hospital

Magdala Avenue, London, N19 5NF

In addition to the main site, WH has rights of occupancy over two further buildings:

- 1) Highgate Wing (HGW) leased from a private landlord. This building is directly adjacent to the Western boundary of the main site, lies in the Borough of Camden and is also located within a conservation area. The current rent is £244k p.a. and the lease is due to expire on 25th March 2017.
- 2) Under a partnership agreement WH has rights to nominate residents to off-site residential accommodation at 220 Sussex Way, London, N19 4GH

Figure 1.1: Aerial view of the Whittington Site (2007) (from South looking North)



The site is densely developed with a mix of Victorian and contemporary hospital buildings. It provides a range of in-patient wards, ambulatory services, the emergency department, residential accommodation, administration and other support departments. There is one Grade II listed building (The Jenner building – block F).

The buildings on the acute site have a total floor area of circa 71,593m² (Inc. Highgate Wing and Waterlow buildings) (HGW and Block J) with an overall value of operational assets of £118m, including an operational land value of 27m. (Source: DV valuation report March 2012).

Of the total floor areas:

- Highgate Wing (HGW)(leased from a private landlord): GIA = 2,364m²
- A Block (PFI funded and operated): GIA = 13,300m²
- L Block (Great Northern Building) (PFI funded and operated): GIA = 12,255m²

Figure1.2: Floor area deployment

Main Floor Areas	m ²	m ²
Total Gross internal floor area	71,592.9	
Leased out	2,098	
Unoccupied	5,318	
Total deployed (occupied)		64,177.0
Comprising:		
Patient areas		33,502
Non-patient		27,240
Circulation		3,434

The most significant development over recent years has been a large PFI project (circa £40m built in two main phases). Phase 1 consisted of a new building (Block A) completed in October 2006 providing 13,300m² floor area accommodating:

- New main entrance
- Undergraduate centre
- Retail spaces
- Staff and visitor dining
- Critical care Inc. 15 beds
- Imaging centre
- Thalassaemia unit

- Oncology day care
- 4 ward areas

Phase 2, Stage 1 was completed in April 2008. This development in the Great Northern Building (Block L) entailed the construction of the Day Treatment Centre in level three of the building. Further sub phases are ongoing and will be completed in 2013 when the remaining floors (4, 5 and 6) of this legacy building are upgraded. The work is focussed upon upgrading rather than functional changes. Over time this will upgrade the overall condition of the building to condition B from condition B/C at 2008. The total unitary charge is currently £4.8m p.a.

3. Service Profile

The Whittington Hospital NHS Trust is a medium sized acute general teaching hospital, with a core of 269 beds (including labour ward/recovery and NICU/SCBU cots), and an additional 69 beds/cots which provide additional capacity or a decant facility as required. The Whittington Hospital provides a wide range of services including:

- Accident and emergency care
- Critical care
- Emergency surgery and trauma services
- Orthopaedics and surgery
- Acute inpatient medical care
- Care of the elderly services
- Day surgery and medical day case procedures
- Obstetrics and neonatal services
- Paediatrics
- Direct access imaging and pathology services
- Outpatient services and the management of chronic diseases
- Medical Education and Undergraduate Training
- Paediatric therapies
- School Nursing
- Family Nurse Partnership
- Child & Adolescent Mental Health Services (CAMHS)
- Community paediatrics

Figure 1.3: Patient Activity Levels

	2008/9	2011/12
Inpatient and Daycase (FCEs):	48,273 (of which 16,952 were day cases)	53,221 (of which 18,373 were day cases)
Outpatients (attendance):	324,382	384,717
A&E Department (attendance):	77,386	86,418

Figure 1.3 shows that activity levels have risen across the reference period. It is forecast that bed numbers are sufficient as further initiatives will be put in place under our 'care closer to home' strategy to reduce in-patient activity. Pressure on A&E and Outpatients is becoming significant; this trend will be monitored carefully. It could be possible to expand these departments into the vacant K-Wing Old Imaging area and this vacant space will be reserved for this eventuality.

4. Site Usages and Block Coding

The estate consists of:

- HGW - Highgate Wing, Dartmouth Park Hill (leased from a private Landlord)
- Block A – In-patient, diagnostic and critical care (PFI)
- Block C – Temporary records storage (Old Boiler house)/Goods In/CSSD
- Block D & E– Maternity Wards and some Bulk Storage Areas
- Block F – Administration
- Block G – Teaching
- Block H – Nursing Acc/Social Services/Physiotherapy/Occupational Therapy
- Block J – Waterlow Unit
- Block K – ED/Diagnostics/Pathology/Medical Records
- Block L – Ward Areas and Day Treatment Centre (PFI)
- Block M – In-Patient Therapy Unit
- Block N – Chapel and Clinical Offices
- Block P – Ward Areas

	Internal Gross (m ²)
	2,364
	13,300
	3,582
	9,144
	4,237
	1,169
	3,143
	4,483
	13,674
	12,259
	109
	254
	838

- Block Q – Occupational Health
- Block R – Oil Storage
- Block S – Doctors Accommodation
- Block U – Energy Centre
- Block W – Mortuary
- Block X - Medical Records Store
- Balance figure

	108
	213
	991
	118
	625
	108
	874
TOTAL=	71,593m²

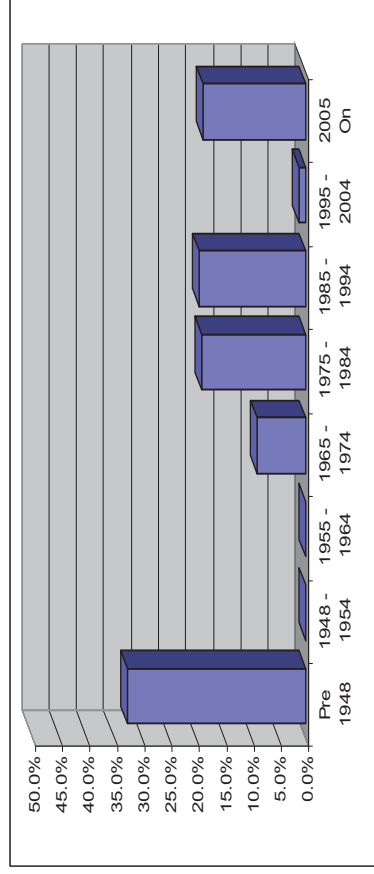
Fig 1.4: Block Codes



Circa 98% of patient contact services are located in the Southern part of the site (to the South of the central service road).

Highgate wing is located top left. The new PFI building is shown in blue below Block L.

Figure 1.5: Age profile of estate by percentage as at March 2012



After completion of stage 1 of the PFI development in 2006 there has been little material change in the age profile of the estate over recent years.

5. Planning Context

Highgate Wing falls within a conservation area. The Jenner building (Block F) on the main acute site is listed Grade II. London Borough of Islington is currently consulting on “Proposed Submission” drafts of Development Plan Documents including Site Allocations and Development Management policies. The consultation process is ongoing; however WH has made submissions that are intended to create a flexible planning environment in order to:

- Maximise development options for Hospital use
- Maximise development options and POTENTIAL site values for alternative use, should disposal of part of the site be contemplated.

The consultation round has not as yet concluded and London Borough of Islington has not as yet published their final submission documents. Initial indications are encouraging, as it appears the Local Authority may:

- Zone part of the site as suitable for development under its site allocation categorisation
- Recommend that this part of the site be included in the Mayor’s “site match” initiative.

6. Six-Facet Survey

In 2007 the Trust commissioned a six-facet survey. This survey was updated in 2008/9 and was further updated via a desktop review in 2012. Key data remains to be finalised but can be summarised below. Although the results of this desk top survey is helpful, in November 2012 a further 6 facet survey was commissioned “from the ground up” this will more accurately reflect more the actual property condition that currently exists. The output from the survey will be used to update this strategy. Estimated figures (or outputs from older surveys) are therefore used in this strategy. The new survey will not change the strategic direction or conclusion of this strategy. Figure: 1.1 in Appendix 1 shows Main Whittington Hospital site 2008/2009 6-facet survey output.

Figure 1.6: 6 facet survey data

Measure	% at 2012*	Cost 2012* (2011 in brackets)
1. Physical condition	A=16.8% B=58.1% B=2.8% C=22.0% D=0.2%	£9.1m (£12.67m)
2. Functional suitability	A=0.4% B=78.3% C=20.4% D=1.0%	£3.9m (£4.2m)
3. Space Utilisation	Empty=1.3% Underused=2.3% Fully Used=95.9% Overcrowded=0.5%	£4.4m** (£4.4m)
4. Quality of the Environment	A=0% B=87.1% C=12.9% D=0%	£0.07m (£0.2m)
5. Statutory Requirements	A=0% B=84.8% C=15.2% D=0%	£0.42m (£0.8m)
6. Environmental performance	A=1.3% B=47.6% C=51.0% D=0.2%	£0.67m (£0.4m)
Totals		£18.65m (£22.67m)

NB

** figures for 2012 are indicative only and are in draft as the final report has not as yet been validated and accepted.*

*** at time of writing 2012 space utilisation costs not received so 2011 figures used.*

The data above is to be treated with caution. The data is the output from successive desktop surveys and will be updated after the full survey is completed require a full resurvey. In any event the figures should be uplifted by circa 36% to allow for overheads, decanting, fees, preliminaries and contingency. VAT where applicable, should be added at 20%. An uplift of **60%** to the figures quoted above would be likely in practice.

6.1 Data Summary

- The majority of the backlog lies in blocks, D, E and K – our key patient areas.
- That functional suitability is an issue in D and E
- The site is shown as well utilised however some areas which are used for inappropriate functions (acute areas used as storage)
- Almost 50% of the estate has an energy performance of B or better
- J block is impaired
- Total site backlog estimated to be circa £18.65m 2012 a reduction from previous years totals of £22.67m

6.2 Physical Condition

- In the past 5 years the WH has invested £13.079 million on backlog / legal and statutory improvements and £9.7 million on improvements associated with the delivery of the WH's business objectives.
- The current estimate of condition backlog is £9.1m and legal and statutory is £0.42m.
- The Waterlow Building (J block) was transferred to the ownership of the trust in 1999. It is currently empty. No backlog costs are included in the 6-facet survey for J block. However, separate indications are that the cost to bring the building back into use would be in the region of £7m at 2009 prices.
- The most significant backlog in patient areas are Blocks, C, D and E (circa 2.0m net of on-costs) and K Block £1.4m net of on-costs.
- Non-patient backlog in Jenner (F Block) is the highest of all non-patient buildings at circa £1m net of on-costs.

6.3 Functional Suitability

- Although not specifically mentioned in the 6-facet survey it is increasingly apparent that some of the main administrative buildings are becoming unsuitable for modern methods of working. Increasingly large open plan office spaces are required to improve ease

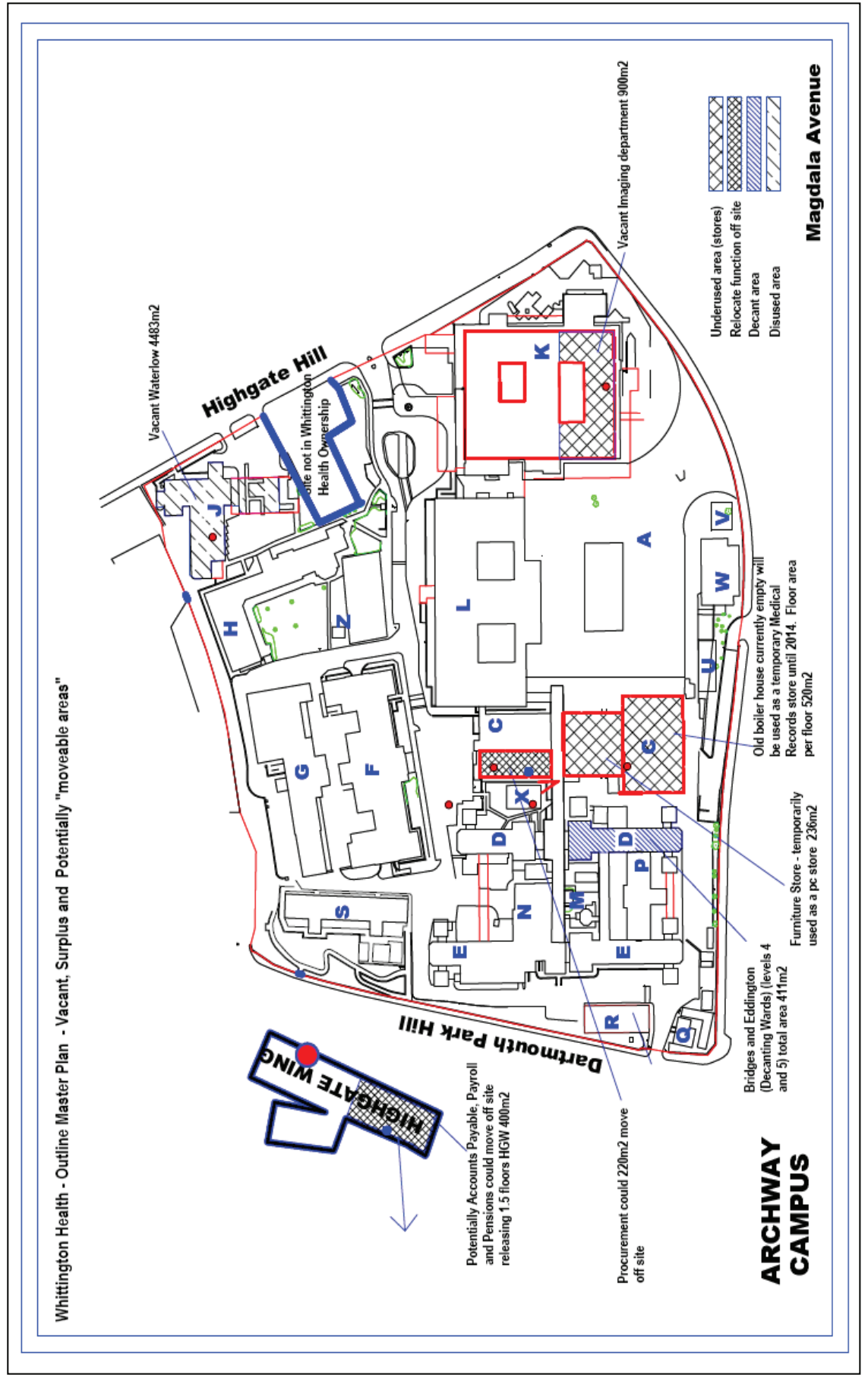
of communication but also for flexibility and economy of space reasons. Both HGW and Jenner (F Block) contain cellular office layouts. Jenner in particular is listed and it would be difficult to remove the load bearing masonry internal walls.

- In 'D' and 'E' block the issues are different. These blocks are what remain of the Victorian Hospital and consequently the wards are open plan 'Nightingale' type. Although single sex is not an issue here, the predominance of open wards means that the accommodation falls short of the standards expected in a modern health care facility. There are few side rooms, no rooms with en suite facilities and achieving acceptable levels of privacy and dignity is challenging

6.4 Space Utilisation

- Significant progress has been made with addressing mixed-sex wards. All wards can be managed in such a way so as to meet the criteria set out in the DoH guidance for single sex accommodation.
- In general, space is used well. However, some areas are empty such as: Waterlow (Block J). Other areas are not appropriately used, such as the Old Boiler House (Block C), furniture store (level 3 block C) and the old Imaging area (K Block level 2) whilst not empty, are being used for temporary storage, which should be reviewed in any long term plan. Two wards are empty in Block D (Bridges and Eddington) however these are used as decanting when upgrading other wards or as a spare ward used as a winter pressure ward. This usage is under review and is therefore shown as potentially vacant space in figure 1.7.

Figure 1.7: Vacant, Surplus and Potentially Moveable areas



6.5 Quality of the Environment

Generally good and significant improvements have been made. The PFI building in particular has contributed to improved overall standards.

6.6 Statutory Requirements

Investment in new facilities has significantly improved accessibility of services for both patients and staff. The Trust commits an annual sum from its Capital Resource Limit to legal and statutory compliance schemes in terms of both Fire and Health & Safety. Statutory backlog is predominately located in blocks C, D and E and with site externals.

7. Estate Key Performance Indicators

Figure 1.8: 2010/2011 key performance indicators (11/12 not yet available).

PI SUMMARY	Trust PI	Grouping PI (Percentile Bands)		
		33%	34%	33%
Space Efficiency				
Income £10/m ²	292	190	191 and 265	266
Activity/100m ²	90	6	7 and 87	88
Asset Value £10/m ²	206	128	129 and 170	171
Occupancy Cost £/m ²	240	161	162 and 203	204
Asset Productivity				
Asset Value £10/m ²	206	128	129 and 170	171
Capital Charges £/m ²	159	83	84 and 119	120
Total Backlog £/m ²	129	42	43 and 119	120
Rent & Rates £/10m ²	262	0	1 and 447	448
Asset Deployment				
Land £/m ²	384	195	196 and 351	352
Building £10/m ²	146	93	94 and 119	120
Equipment £/m ²	214	101	102 and 173	174
Capital Charges £/m ²	159	83	84 and 119	120
Estate Quality				
Asset Value £10/m ²	206	128	129 and 170	171
Depreciation £/m ²	117	64	65 and 88	89
Critical Backlog £/m ²	38	7	8 and 35	36
Risk Adjusted Backlog £/m ²	40	8	9 and 40	41
Cost of Occupancy				
Rent & Rates £/10m ²	262	0	1 and 447	448
Energy/Utility £/10m ²	235	186	187 and 235	236
Maintenance Costs £/10m ²	310	224	225 and 309	310
Capital Charges £/m ²	159	83	84 and 119	120

The Whittington Hospital performance indicators are generated through the ERIC system. (Figure: 1.2 in Appendix 1 contains historic trends).

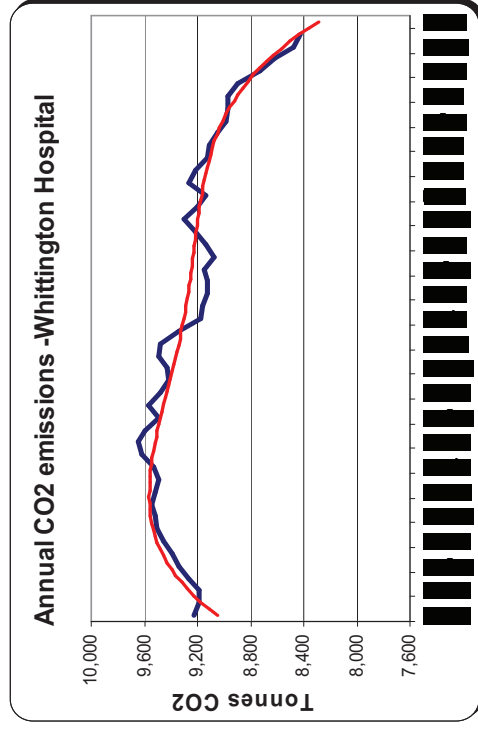
8. Environmental Impact

The total heated volume of the estate is 164,262m³, distributed across a number of multi-level buildings all of varying ages and construction. WH has developed and adopted a Carbon Reduction Strategy intended to meet the government targets for carbon reduction. The strategy sets out a plan that will deliver a reduction in carbon emissions of 900 tonnes over five years from 2009/10 to 2014/15. A case for investment in measures to reduce direct emission of carbon into the atmosphere is made over the 5-year period.

A key recent initiative has been the decentralisation of the main Boiler House. This project has run over several years and installed a series of decentralised LPHW boiler systems for those blocks still supplied by steam. The work was practically completed June 2011.

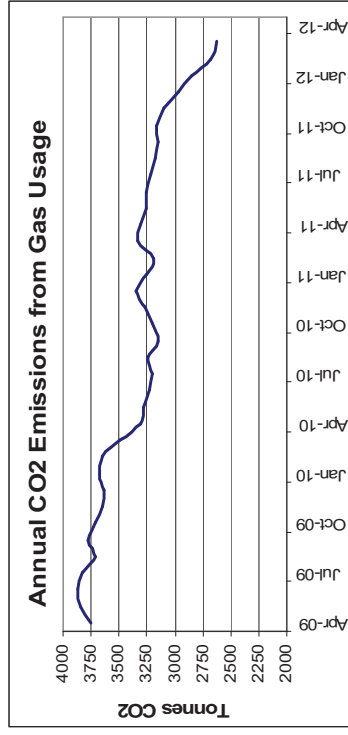
The hospital uses a building management system to monitor electricity use, heating temperature regulation and environmental control. The system is used to set targets to reduce consumption and the impact upon the wider environment.

Figure 1.9: Overall CO₂ emissions



The mild winter together with the ongoing programme of energy conservation initiatives have driven down energy consumption. The effect of the decentralisation of the Boiler House (completed summer 2011) can clearly be seen from the overall reduction of CO₂ emissions.

Figure 1.10: CO₂ emissions arising from gas consumption



The reduction of CO₂ emissions arising from gas consumption is as a proportion even greater than the overall emissions reduction. This is unsurprising as the gains made by decentralising the inefficient gas fired Boiler House were always most likely to impact mainly upon gas consumption.

9.

Historical Investment

The table below shows the capital investment made over the past 5 years. Data collection criteria have varied over recent years. Figure 1.3 in Appendix 1 shows the estates maintenance capital plan for 11/12.

Figure 1.11: Capital Investments

	2007/8	2008/9	2009/10	2010/11	2011/12	Total by type
Medical Devices	2,070	600	1250	967	1,511	6,398
IM&T	1,340	742	977	1,180	7,000	11,239
Non-estates total	3410	1342	2227	2147	8511	17,637
Backlog/Legal	2,147	1,972	1280	3,580	4,100*	13,079
Improvement	2,959	1,570	2,160	2,020	1,000*	9,709
Estates Total by year	5106	3,542	3,440	5,600	5,100	22,788
Total CRL	8,516	4,884	5,667	7,747	13,611	24,231

**figures Estimated*

10. Estate Occupancy Costs

Base occupancy costs are supplied via the ERIC returns as follows:

Figure 1.12: Estate Occupancy costs

	2008/9	2009/10	2010/11	2011/12
Occupation costs m ² (from ERIC returns) (£/m ²)	232	253	240	287* est.
Capital charge (dep and int) and PFI charges (£/m ²)	141	169	159	159 est
Total (£/m ²)	373	422	399	446

** figures estimated.*

The increase in property occupation costs is due to reclassification of some costs, increases in rent at Highgate Wing (effective from March 2011 - 30k), inclusion of non-emergency patient transport (806k), and Telecoms (295k). Total estimated impact is circa £17/m² additional cost.

The overall occupancy cost at £446/m² is reported in the ERIC returns. This figure is an increase over previous years as for the first time the effect of PFI, loans, and capital charges has been included. This brings WH to near the top of the upper quartile of the ERIC data when compared to other organisations.

11. Estate Value

The District Valuer (DV) has assessed the value of the operational assets of WH. The overall value of operational assets was estimated to be £118m in March 2012 including a land value of £27m.

12. Occupational Rights of Third Party Education Providers

12.1 Education & Training

WH is one of the largest centres for training and accreditation of health professionals of varied disciplines, in addition to its more widely recognised role in undergraduate education. WH works closely with Middlesex University and UCL. Both organisations occupy space within the Whittington acute site to deliver education and training, as follows:

Middlesex University gave up rights held under an existing lease and in return will be granted a licence to occupy (currently under negotiation) of parts of Block G (WEC) (Whittington Education Centre). Their key focus is training and education for Nursing and Medical staff. The licence will have a term certain of 15 years (from date of signature). A licence fee charge of £111,461p.a. plus VAT will be payable. The licence details termination rights – whilst these are yet to be finally agreed, there will be provisions permitting the Licensor to terminate upon 12 months’ notice and (depending upon the period the Licence has run) compensation (or relocation to alternative suitable premises) will be payable on a stipulated formula.

UCL has allocated space within Block A (PFI Building) that is used for education and training. The space includes a lecture theatre, 2 seminar rooms, offices and associated support spaces comprising total floor area circa 666m². No documented occupation agreement is currently in place. UCL originally obtained occupation rights by contributing capital funding to the Great Northern Building in 1992. The agreement at the time granted UCL ongoing rights of occupation. This right of occupation was then transferred into the PFI building when the Great Northern site area was redeveloped under the PFI contract in 2006. The un-codified nature of this agreement and the resultant ongoing rights creating embedded space will need to be formalised.

UCL also provides space in its adjacent Archway campus for the following functions:

- Clinical Skills Centre (Department of Medical Education) c400m². Includes parts of the Undergraduate Assessment Centre
- Library and associated functions c280m²

The Clinical Skills Centre and the Library and Associated functions are provide Teaching and Learning for Doctors. These spaces are funded from the SIFT allocation, in usual circumstances it would be the responsibility for the service provider to allocate and fund spaces for this purpose. By historical accident of adjacently UCL provided space for these functions at no cost to WH.

UCL have decided to dispose of the Archway Campus (circa August 2013). If WH wish to retain the SIFT grant and access to these teaching and learning it will need to re-provide these facilities on the WH acute site. This is a key challenge for WH.

12.2 Residential Accommodation

WH provides residential accommodation for medical staff, key workers and others in three locations:

- 1) Nurses’ Home – Block H. Acute Hospital site. Comprises:
 - single residential rooms (34 rooms level 4, 34 rooms level 3 and 10 rooms level 2) 1 double room

- 18 on call rooms (level 2)
- These rooms are typical traditional cellular nurses' home accommodation, comprising single rooms with shared kitchen and bathrooms. WH holds the freehold of this building.

2) Doctors' Accommodation – Block S. Acute Hospital site. Comprises:

- 1 on call flat (flat 6)
 - 11 residential 2 bed flats
- Despite the historic block name these flats are now no longer provided for occupation solely for doctors (save for flat 6 on-call). They are now used for general accommodation for hospital staff and some visitors.

This building is of particularly poor quality: it is a prefabricated concrete construction with a limited potential life. WH holds the freehold of this building.

3) Sussex Way Accommodation - 220 Sussex Way, London N19 4HG. Comprises:

- 124 units in 6 bedroom cluster flats

This building was completed in 2002 under a PFI arrangement. The nomination agreement between WH and Network Housing Association dated 26th March 2001 operates for a period of 35 years. The operating risk at various occupancy percentages is carried as follows:

- 90 – 100% - operator carries the risk (loss of revenue)
- 80 – 90% - WH carries the risk and is charged by the operator for loss of revenue (rent and council tax) according to an agreed formula set out in the nomination agreement
- 0 - 80% - operator carries the risk

Over 2 years subsequent to the opening of the property, WH was penalised under the nomination agreement for failing to achieve 80 – 90% occupation. Management and booking prioritisation changes were implemented and since that time WH has not been penalised under the nomination agreement.

The property is in good condition and is functionally a vast improvement on the dated single cell shared bathroom and kitchen layout in the Nurses' Home. However, the rent levels and short distance for the acute site sometimes drive residents to request the Nurses' Home accommodation as their first preference. The rental charges for 2011/12 (due to rise 3% in August 2012) are shown in Appendix 1 Figure 1.4 and range from £305 per month for a decorated room in the Nurses Home to £577 per month for a room in Sussex Place.

13. Estate CRL Expenditure Objectives

WH's current CRL is circa £7m p.a. A capital programme is presented and approved to the Trust board annually. In broad terms 25% is invested in L&S, backlog, and plant replacement; 25% in Medical Equipment; 10% in IT infrastructure and 25% in improvement, adaptation and alterations and 16% in MES/PFI

Figure 1.13: Estate CRL Expenditure Objectives

Aim	Outcome
Legal and Statutory Compliance	To address known non compliance and to ensure that site infrastructure is maintained ahead of the compliance curve
Plant replacement and Backlog	To reduce the historical backlog, improving site efficiency, carbon reduction, maintenance costs and time lost through defects
Improvements, adaptations and alterations	Through a business case process invest in new or improved facilities to ensure the estate is capable of delivering cost effective services that meet the commissioned intent
Medical Devices	To maintain a programme of regular equipment replacement, reducing the risk of failure , improving patient care and patient outcomes
IT infrastructure	To ensure that the IT infrastructure is maintained to modern standards, reducing the risk of system obsolescence and creation of legacy services

14. Key Site Issues

Estate planning across the ICO is the responsibility of the Estates Transformation Board (ETB). This group is responsible for co-ordinating Estates planning across the main Whittington acute site and the community properties. As part of its planning process this group has identified several key issues on the acute site that will need to be addressed in the estates strategy. These are particular issues over and above estate related maintenance and cyclical renewals. Key issues include:

- Insufficient and/or functionally unsuitable office space for existing and forecasted numbers of staff
- Short term remaining lease period for HGW makes long term planning for this building difficult
- Deteriorating condition of the externals envelope of Jenner (Block F) causing dampness internally and a danger to passers-by from falling masonry
- Overcrowding in Jenner and formation of Support Services directorate
- Inadequate, inappropriate Medical records storage, cataloguing and retrieval issues. Records are currently poorly indexed, located in various unsuitable areas in functionally inappropriate buildings
- X Block is not watertight and could be in danger of collapse – currently used to store medical records – requires decanting and demolition
- Inefficient printing and copying strategy. Too many printers of inappropriate types, sizes and numbers. In many cases poorly located
- Identify use for vacant spaces within the acute centre including old Boiler House (C Block), Old furniture store (level 3 C Wing) and Old Imaging area level 2 K wing
- Resolve long-term strategy for Waterlow building – sell or reoccupy
- Agree functions that will relocate from Archway campus. Identify potential locations on the acute site for these functions
- Relocate Inpatient Physiotherapy from basement of main building (continuation of long term strategy of relocating patients from functionally unsuitable Basement area)
- Backlog maintenance generally – increase resources to minimise backlog maintenance
- General functional suitability, access and condition of maternity buildings
- In line with emerging clinical strategy support additional provision of Ambulatory Emergency Care Facilities
- Support and implement (estate-related) requirements developed from the emerging Unipart study (forming part of Clinical Strategy)
- Lack of sufficient meeting, seminar and training rooms to meet forecasted requirements. Existing facilities are often poorly located and functionally unsuitable.
- Formalise terms of occupation of third party organisations with embedded/shared space on main site (UCL and Middlesex University)
- Should WH agree to replace the Clinical Skills Centre, Library and associated functions on the Whittington site once Archway campus closes (August 2013) it will need to identify suitable space

Part 1 b): The Community Estate

1. Background

WH became an Integrated Care Organisation (ICO) under the terms of a Business Transfer Agreement (BTA) dated 4th April 2011. Under the terms of the BTA, WH assumed responsibility for providing the community services previously managed by both Haringey and Islington PCTs. The BTA described a process whereby Whittington Health would then lease some 35 community properties from the PCTs (either wholly or in part) in order that it could carry out its obligations under the Community Services Contract (CSC) agreement. These leases would be operating leases, for no more than a 3 year period, and thus would be coterminous with the CSC which runs for the 3 years to 31 March 2014.

On 4th August 2011, the Department of Health (DoH) issued guidance entitled PCT Estate Future Ownership and Management of Estate in the Ownership of Primary Care Trusts in England. This set out the process whereby the PCT's estate would be transferred to the healthcare body who have the majority use of each individual property, and if a property had no single body who occupied more than 50% of the space, then they would be transferred to a further body called NHS Properties Ltd.

The advent of this transfer process has overtaken the main provisions of the BTA and WH now anticipate taking operational control of some 16 properties and to lease space inside a further 16 properties (NB actual numbers not finally agreed as at end October 2012). Legal transfer will take place on 31st March 2013 and the equipment relating to that particular property will also transfer alongside the property.

In addition to those properties where WH will have a legal interest in the property (freehold or leasehold) WH also occupy a number of properties where their occupancy is based on a Service Level Agreement (SLA). Principal of these is the St Ann's Hospital site where WH occupies a number of buildings and is provided with a range of services to manage those buildings. It is anticipated that WH will take over responsibility for the SLA with effect from 31st March 2013.

It should be noted that due diligence investigations are still ongoing. Until such time as this process is completed, WH is not able to formally confirm whether it is willing for certain properties to be transferred to them – and plan accordingly. Therefore whilst this strategy **assumes** that the due diligence process will be completed to the satisfaction of WH this ultimately is a matter for further investigation.

2. Locations of Community Properties

Appendix 1 Figure 1.5 shows the location of main community properties WH operates services from. Property ownership can only be confirmed at the end of the due diligence process. Significant Community properties only are identified. Minor or un-codified occupations are not identified.

3. Services Operating from Community Properties

Figure 1.14: Indication of Key Services Provided from Managed Properties

	GP Surgery	IAPT	District Nursing	Podiatry	Physiotherapy	Dietetics	Health Visiting	Speech and Language	Mental Health	Dental	Sexual Health	Admin
Holloway Community H C	✓		✓	✓	✓					✓		✓
164 Holloway Rd (Pulse)											✓	
Lansdowne Clinic		✓										
Stroud Green Clinic											✓	
Highbury Grange H Centre	✓		✓	✓			✓					
Hornsey Rise H Centre	✓		✓	✓			✓					
Stuart Crescent H Centre	✓		✓	✓			✓					
Bounds Green H Centre	✓			✓	✓							
Crouch End H Centre		✓								✓		✓
1-3 Edwards Drive									✓			
Northern Health Centre	✓											
Tynemouth Road H Centre	✓						✓					
Goodinge Health Centre	✓											
Goswell Road												✓
Simmons House									✓			
13-15 Pine Street								✓				

In addition to those properties that Whittington Health will take responsibility for, they will also be providing services from the following properties, which are occupied either on a sub-lease or under the terms of a Service Level Agreement.

Figure 1.15: Indication of Key Services Provided From Non-Managed Properties

	GP Surgery	IAPT	District Nursing	Podiatry	Physio/ Rehab	Dietetics	Health Visiting	Speech and Language	Mental Health	Dental	Sexual Health	Admin	Other
Sub Leased properties													
Hunter St Health Centre	✓									✓			
Laurels Healthy Living Centre	✓			✓			✓						
Bloomsbury Day Hospital					✓								
Finsbury Health Centre	✓			✓	✓		✓						
New Park Day Centre					✓								
133 St John's Way					✓								
Lordship Lane H Centre	✓		✓	✓			✓				✓		
Hornsey Central H Centre	✓	✓			✓		✓						
Bingfield Health Centre	✓						✓					✓	
Partnership P Care Centre	✓											✓	
SLA properties													
Belsize Priory H Centre	✓										✓		
Crowndale Health Centre	✓									✓			
Kings Cross PCC										✓			
Kentish Town H Centre	✓									✓			
Hanley Road H Centre	✓				✓		✓			✓			
St Ann's Hospital		✓		✓	✓	✓		✓		✓	✓		

4. Baseline

The PCT estate transfer process will identify the space that is legally attributable to WH, and this will then be supported by either a freehold/leasehold transfer or a sub-lease. In accordance with the BTA process these properties will be fully funded and form the baseline property envelope within which the Trust is initially expected to operate.

5. Property Responsibilities

WH expect the following property and occupational arrangements to be agreed with NCL.

5.1 Leasehold and Freehold Transfers

For the financial years 2011/12 and 2012/13, responsibility for managing all of the properties has remained with the respective PCT via the North Central London (NCL) cluster.

From 31st March 2013 management responsibility for the following properties is expected to be transferred to WH:

Figure 1.16: Freehold and Leasehold Community Properties Expected to be transferred to Whittington Health

Freehold responsibility (9)	Leasehold responsibility (8)	Leasehold details
Bounds Green Health Centre	Crouch End Health Centre	99 year lease from London Borough of Haringey expiring in 2084 with the annual rent set at a Peppercorn
1-3 Edwards Drive	Goswell Road	9 year lease from a commercial provider expiring 2015 with annual rent of £ 220,000
Goodinge Health Centre	Highbury Grange Health Centre	20 year lease with London Borough of Islington expiring 2030 at an annual rent of £ 99,500
Stuart Crescent Health Centre	Lansdowne Clinic	20 year lease from a commercial provider expiring 2017 at an annual rent of £ 18,000
164 Holloway Rd (Pulse)	Simmons House	Anticipated 17 year lease from Camden & Islington Mental Health NHS Trust expiring 2029 at an annual rent yet to be determined.
Hornsey Rise Health Centre	Stroud Green Clinic	125 year lease from London Borough of Haringey expiring 2118 at an annual rent of £ 6,500
Northern Health Centre	13-15 Pine Street	20 year lease from the charity "Action for Stammering" expiring 2031 at an annual rent of a peppercorn
River Place Health Centre	Holloway Community Health Centre	10 year lease from a commercial provider expiring 2019 at an annual rent of £ 470,000
Tynemouth Road Health Centre		

Although overall responsibility for the property will be transferred to WH, based on the fact that they occupy more than 50% of the leaseable area, there may also be other tenants who occupy a smaller proportion of the property under the terms of a sub-lease. This will generally be a GP practice.

Additionally, at the end of the existing 3 year CSC, the services will be open to tender again and, should WH not be successful in retaining the provider services, then responsibility for the property will be transferred back to the Secretary of State.

In addition to the properties where WH has responsibility, they will occupy a further 16 properties under the terms of a sub-lease.

5.2 Sub Lease Over Part of Buildings

Where WH have a sub-lease over part of a building (10)

- Bloomsbury Day Hospital
- Hunter Street Health Centre
- Laurels Healthy Living Centre
- Finsbury Health Centre
- New Park Day Centre
- 133 St John's Way (Outlook) - Lease with LB Islington expired August 2012 (new lease under Negotiation)

- Lordship Lane Health Centre - LIFT
- Hornsey Central Health Centre - LIFT
- Bingfield Health Centre - LIFT
- Partnership Primary Care Centre- LIFT

With effect from 1 April 2013 the Trust will be granted a sublease and provided with a service charge contract setting out the cost of occupation and operation of the property. These figures are still to be computed by NCL but, when known, will be fully funded.

5.3 WH Occupy Premises as Part of an SLA

Where Whittington Health occupy the premises as part of an SLA (6)

- Beisize Priory Health Centre
- Crowndale Health Centre
- Kings Cross Primary Care Centre
- Kentish Town Health Centre
- Hanley Road Health Centre

- Various buildings at St Ann’s Hospital (generally on a yearly SLA)

With effect from 1 April 2013 the Trust should be granted a formal sublease and provided with a service charge contract setting out the cost of occupation and operation of the property. These figures are still to be computed by NCL but, when known, will be fully funded.

6. Property Condition

Having taken responsibility for the property, WH will take responsibility for the condition of the property both in terms of its own use but also in terms of the element occupied by any sub-tenants.

In March 2012 Whittington Health and NCL jointly commissioned a six-facet survey from NIFES Consulting Group, which identified both the Backlog and Impending Backlog for all of the properties in which WH will have an interest. The results are shown in Figure 1.17

Figure 1.17: Backlog Maintenance

	Condition					Statutory				
	High Risk	Significant Risk	Moderate Risk	Low Risk	Total	High Risk	Significant Risk	Moderate Risk	Low Risk	Total
Bounds Green Health Centre										
1-3 Edwards Drive		5,508	1,807	9,000	7,315			5,000	1,200	6,200
Goodinge Health Centre				2,000	2,000			4,600	1,050	5,650
Holloway Community H C				2,319	2,319		1,200	10,000		10,000
164 Holloway Rd (Pulse)				31,658	31,658			12,200	6,250	19,650
Hornsey Rise Health Centre				22,350	22,350			11,200	5,600	16,800
Northern Health Centre				2,956	2,956			15,445	5,100	20,545
River Place Health Centre				17,000	17,000			10,000	15,750	25,750
Stuart Crescent Health Centre			12,000		12,000			24,000	16,650	40,650
Tynemouth Road Health Centre				800	800	1,500		8,400	7,900	16,300
Crouch End Health Centre			1,500	4,000	5,500			15,300	5,400	22,200
Goswell Road					0			6,700	3,800	10,500
Highbury Grange Health Centre			5,000	9,923	14,923		2,800	16,200	37,950	56,950
Lansdowne Clinic			3,664	18,617	22,281			14,400	3,250	17,650
Simmons House					0					0
Stroud Green Clinic				4,300	4,300			8,500	3,350	11,850
13-15 Pine Street(NEED DATA FOR THIS)										
		5,508	23,971	124,923	154,402	0	5,500	161,945	113,250	280,695

7. Backlog Figures

The backlog figures shown relate to “works” only and extra costs would need to be added to arrive at a project cost. The NIFES figures therefore need to be uplifted by circa 63% to take account of fees, decanting, VAT contingency and the like.

WH regard the backlog issues as manageable as the total spend required to bring the buildings up to Estate Code category B in terms of both condition and statutory compliance is not financially significant and there is very little that falls into the “High” or “Significant” risk categories.

Figure 1.18: Summary of Backlog

	High Risk	Significant Risk	Moderate Risk	Low Risk	Total
Condition		5,508	23,971	124,923	154,402
Statutory		5,500	161,945	113,250	280,695
Sub Totals		11,008	185,916	238,173	435,097
Potential capital spend + 63.2 %		17,965	303,415	388,698	710,078

During 2011/12 Haringey and Islington PCT made a depreciation provision of £ 700k for the above properties and, as a consequence, could possibly remove the backlog within one year. Figure 1.17 shows the backlog in each property. This is not regarded as significant.

Figure 1.19: Combined Backlog per Property (Ranked)

	High Risk	Significant Risk	Moderate Risk	Low Risk	Total	Including on costs £'000
Highbury Grange Health Centre		2,800	21,200	47,873	71,873	117
River Place Health Centre			24,000	33,650	57,650	94
164 Holloway Rd (Pulse)			11,200	37,258	48,458	79
Hornsey Rise Health Centre			15,445	27,450	42,895	70
Lansdowne Clinic			18,064	21,867	39,931	65
Northern Health Centre			10,000	18,706	28,706	47
Stuart Crescent Health Centre			20,400	7,900	28,300	46
Tynemouth Road Health Centre		1,500	15,300	6,200	23,000	39
Holloway Community H C		1,200	12,200	8,569	21,969	36
Stroud Green Clinic			8,500	7,650	16,150	26
Crouch End Health Centre			8,200	7,800	16,000	26
1-3 Edwards Drive			4,600	10,050	14,650	24
Bounds Green Health Centre		5,508	6,807	1,200	13,515	22
Goodinge Health Centre			10,000	2,000	12,000	19
Goswell Road					0	
Simmons House					0	
13-15 Pine Street					0	
		11,008	185,916	238,173	435,097	710

By comparing the full backlog with the Risk-Adjusted backlog there is a 74% drop in the backlog value.

Figure 1.20: Backlog Maintenance

	Full Backlog		Risk-Adjusted Backlog		Cost per m ²	
	Condition	Statutory	Condition	Statutory	Full Backlog	Risk Adjusted
Holloway Community H C	2,319	19,650	116	2,123	138	14
164 Holloway Rd (Pulse)	31,658	16,800	1,583	840	113	6
Lansdowne Clinic	22,282	17,650	1,114	883	112	6
Stroud Green Clinic	4,300	11,850	215	593	85	4
Highbury Grange Health Centre	14,923	56,950	746	5,508	84	7
Hornsey Rise Health Centre	22,350	20,545	1,118	1,027	34	2
Stuart Crescent Health Centre	12,000	16,300	600	815	26	1
Bounds Green Health Centre	7,314	6,200	5,598	310	15	6
Crouch End Health Centre	5,500	10,500	275	525	12	1
1-3 Edwards Drive	9,000	5,650	450	283	9	0
Northern Health Centre	2,956	25,750	148	1,288	9	0
Tynemouth Road Health Centre	800	22,200	40	2,535	9	1
Goodinge Health Centre	2,000	10,000	100	500	8	0
Goswell Road	0	0	0	0	0	0
Simmons House	0	0	0	0	0	0
13-15 Pine Street	0	0	0	0	0	0
	154,402	280,695	12,953	19,263		
		435,097		32,216		

8. Backlog Responsibility

WH is wholly responsible for the backlog maintenance and future condition of the transferred properties. Where the property has a long term sub-tenant (e.g. GP practice) it is expected that maintenance costs will be recovered from the sub-tenant, thereby reducing the net cost to WH for managing the backlog. The lease with sub tenants is currently being dealt with by NCL and it is expected that formal occupation arrangements will be in place **before** any handover to WH. Similarly WH may become responsible for contributing towards the maintenance costs of other sites over which it has a sub-lease interest.

9. Impending Backlog

In the short term, the remaining period of the Clinical Services Contract mitigates against significant expenditure for improvement of significant functional changes. Impending backlog could however be a risk to WH. An assessment of impending backlog has been made as part of the NIFES survey. As part of the due diligence process WH is also requesting a clear oversight of general compliance issues from NCL, the output from these investigations will also help inform WH of the potential impending backlog risks within the community properties.

10. NBV of Transferring Properties

Figure 1.21: NBV Freehold Properties Expected to Transfer on 31st March 2013

	Land NBV £'000	Buildings NBV £'000	Equipment NBV £'000	Transfer NBV £'000
River Place Health Centre	900	1,523		2,423
164 Holloway Rd (Pulse)	144	334		478
Hornsey Rise Health Centre	800	1,554		2,354
Northern Health Centre	1,200	5,599		6,799
Stuart Crescent Health Centre	945	901		1,846
Tynemouth Road Health Centre	1,890	3,069		4,959
1-3 Edwards Drive	1,350	975		2,325
Bounds Green Health Centre	1,260	780		2,040
Goodinge Health Centre	1,200	1,743		2,943
	9,689	16,478		26,167

NB: Figures are indicative and based on entries in the ledgers of the respective PCT as at 31 March 2012

In addition, the lease on the Stroud Green Clinic is for 125 years and has therefore to be treated as a finance lease where the capital value of TBA will appear on the Balance Sheet of Whittington Health after 2012/13. Similarly leasehold improvements valued at £ 2,139,377 are expected to transfer to the Trust.

11. The St Ann's Site

St Ann's forms part of the Community Estate but due to its size and impending site rationalisation it is described separately in this document.

11.1 Terms of WH Occupation

WH has services located on the St Ann's site. Occupation of the properties is under an SLA currently held between Haringey PCT and Barnet Enfield and Haringey Mental Health Trust BEHMHT. The SLA is renewable running from 1st April on a yearly basis.

The terms of the SLA requires BEHMHT to provide all general services relating to the external building maintenance and repair together with general management and facilities services. The SLA charge levied by BETMHT for 10/11 was circa £2m p.a. equating to a unit rate of £262m².

The estate obligations under the SLA for Haringey PCT now effectively fall under NCL. The SLA required NCL to be directly responsible for internal renewals and renovations such as flooring and redecorations together with all furniture and loose items. The costs expended on this area by NCL have not as yet been ascertained.

11.2 Services Located on the St Ann's Site

Appendix 1 Figure 1.6 is the St Ann's site plan and shows the location of Whittington Health Services. Since September 2010 there has been a considerable change in the location and types of services located on the St Ann's site. The total area occupied as at September 15th 2010 was 7,723m². Since then we estimate circa 592m² of WH service departments have been relocated into community properties or the main Whittington site. In addition, Greentrees patients have now moved from St Ann's to a ward in the WH acute site. In effect services have been compressed into existing properties increasing space utilisation and reducing the area occupied at St Ann's.

11.3 The Development of the St Ann's Site

Barnet Enfield and Haringey Mental Health Trust (BEHMHT) are seeking to rationalise the St Ann's Hospital site and expect to sell a significant proportion in the future. Whittington Health provides services from the site under the terms of an operating SLA, which is under review. Whittington Health is working very closely with BEHMHT to help them achieve their plans resulting in:

- Movement of Whittington Health's St Ann's non clinical services off site into existing community properties thus facilitating consolidation of remaining services into a smaller footprint
- The rationalisation of St Ann's is being used as an opportunity to look at the configuration of two services – Sexual Health (possibly increased capacity and /or relocated offsite) and Child Development Centre (possibly form a co-located integrated Children's service – on or off site).
- The consultation period is currently in progress. Appendix 1 Figure 1.6 also shows one possible divide between land retained and land disposed of.
- WH have been working closely with BEHMHT to facilitate the relocation and removal of WH departments where required as part of the BEHMHT site rationalisation programme. Over time WH non-patient departments have been removed off site and compressed in other WH properties including: IT, Finance, APTs (West), Smoking Cessation, Temporary Staffing & Human Resources and Learning & Development. Total savings under the SLA resulting from these relocations are estimated to be circa £144k p.a.
- In-patient services have also transferred to the main WH acute site Greentrees Ward.

12. Significant Community Estate Issues

At the time of producing this strategy paper there were several key issues outstanding. It is expected that before the handover date these issues will be satisfactorily resolved. These issues are noted below:

12.1 Estate Management related Issues

- Resolution of outstanding sub leases to GP's and tenants for properties that are envisaged to transfer to WH
- Completion of compliance information together with details of existing contracts and TUPE issues
- Finalisation and agreement upon financial data including pass through costs – all properties
- SLA's for all relevant properties have as yet to be received
- Liability for significant existing backlog maintenance where WH holds a lease of part of the building
- Finalisation of BTA leases

12.2 Property Specific Issues

- Goswell Road – WH has taken a direct lease of this o/s issues in relation to NCL funding and payment mechanism.
- Holloway Health Centre – Landlord remedial works after serious black water flooding. Property as at November vacated – awaiting programme of remedial works.
- Simmonds House – awaiting agreed sub lease from NCL and resolution of financial amortisation issues (property has been leased and needs to be written off over proposed lease period (17 years) as against current write down period (over 40 years)
- St Ann's - resolution of financial treatment of NCL's (tenant's) improvements – amortisation period and funding for internal tenant's works

- St Ann's – resolution of SLA/lease issues – including financial breakdown
- St Ann's – liability for costs driven by BEH MHT site rationalisation – relocation and operational
- 133 St John's Way – NCL negotiating new lease with the Landlord (Local Authority) lease expired 17th August 2012
- New Park Day centre – NCL have been served notice by the Landlord (Local Authority) that the lease will not be renewed upon expiry 5th June 2013.

PART 2: Developing a Strategic Estate Policy Framework

Part 2 (a): Propositions

1. Introduction

WH has agreed a series of "propositions" which represent our view of the current environment. The propositions enable a corporate consensus to be established. This worldview set an overall framework that enabled more detailed strategies and policies to be developed.

2. Key Propositions

2.1 Environmental and Market Uncertainty

Proposition 1:

The external environment is (and is expected to remain) in a state of flux – there will not be a point where we possess "perfect knowledge". Our planning is based around establishing a strategic direction rather than a very detailed set of initiatives.

Environmental uncertainties will continue to challenge the status quo and any plans that are developed will need to be flexible and kept under regular review.

2.2 The External Environment

2.2.1 Policy and structural changes

Proposition 2:

National policy developments such as "any qualified provider" and the redistribution of commissioning functions will have significant impact upon Whittington Health which will need to be kept under review and factored into longer term planning considerations. Planning will need to be flexible to adapt to changing

	circumstances
Proposition 3:	<i>WH wishes to remain a provider of world class education. The Archway campus closure compromises this objective. WH will take necessary steps to ensure that it can continue to offer world class education post closure of Archway campus.</i>
2.3 The Internal Environment	
2.3.1 Overall Strategy Direction	
Proposition 4:	<i>Estate plans should support the "Whittington Health Strategy 2011 -2016". Detailed tactical plans will be developed and they will support the Trust's strategic direction. However environmental uncertainties mean that tactical plans are likely to be less useful as the planning time horizon increases.</i>
Proposition 5:	<i>Subject to satisfactory completion of the due diligence process, WH will take lead ownership of qualifying Community properties to maximise the ability of the ICO to improve the quality of care provided to our patients.</i>
2.3.2 Foundation Trust Status	
Proposition 6:	<i>Whittington Health will become a Foundation Trust on 31st March 2013 – Estate Strategies shall be developed that support, enable and thereafter further the implications of this major organisational change.</i>
2.3.3 Planning Cycle and planning phases	
Proposition 7:	<i>The Estates planning reference period will not be constrained by the three year term of the Clinical Services Contract. A 5 year reference period shall be adopted to allow a more effective long-term planning horizon. Key issues will change over the short and longer-term. Initial planning is likely to focus upon management challenges arising from FT status and integrating the Community Estate. Large or capital-intensive</i>

projects will be planned for the medium/longer-term to minimise short-term risks to the organisation.

2.4 Developments on the main Whittington Hospital

Proposition 8: *The development of the Whittington site and in particular the need to upgrade the maternity block is an important long-term vision. WH's clinical strategy for maternity caps births at 4000 per annum. The facilities will require updating and reconfiguration but this is intended to be funded by consistent focusing of Capital funding.*

2.5 Sale of parts of the St Ann's site

Proposition 9: *The closure of parts of the St Ann's site and the enforced decanting and relocation of affected departments will be used by WH as an opportunity to reconsider the shape, location and disposition of its services affected by these plans – key considerations include: The formation of a multi-agency co-located Children's centre*

2.6 Financial considerations

Proposition 10: *The financial pressures upon Whittington Health are likely, over time, to increase. The Estate will also need to contribute cost efficiencies. A reduction of property overhead costs on an ongoing basis will be a significant contributor to the financial health of the organisation*

2.7 Management of Space

Whittington Health Strategy 2011 – 2016 states that we will:

“Change the way that we work to build a culture of innovation and continuous improvement, working flexibly and in new ways to achieve efficiency and effectiveness...” page 3. And,

“...we intend to...ensure that the hospital provides services that only the hospital can provide. In turn we will transfer a significant part of the demand for hospital services to more appropriate community care settings....” – page 9.

Proposition 10:	<p>Space is a finite resource and should be considered similarly to finance and manpower resources. Any particular occupier does not own space - it is owned and managed corporately. Effective management of space will reduce and change the type of physical space required. Space will be given currency by the introduction of space charging. This will enable those who do more with less to offer up space as part of cost improvement programmes</p> <p>The geographical spread of the estate will drive changes to working practices. We will support the introduction of modern flexible working practices, as we believe they will deliver:</p> <ul style="list-style-type: none"> ▪ Cultural change - improved team working ▪ More effective use of resources ▪ Space efficiencies leading to property overhead cost reductions
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2.7.1 Space and the management of the location of services

Proposition 11:	<p>The creation of the ICO and the enlarged estate provides opportunities to review the range and location of services. Service locations shall be based upon providing the most effective service delivery to our patients.</p> <ul style="list-style-type: none"> ▪ Services / functions on the main Whittington site that could deliver services from a community base (or elsewhere) shall be considered for relocation ▪ Services / functions on the main site (or elsewhere) that do not directly contribute to the corporate objectives shall be considered and, where agreed, discontinued ▪ Reducing the intensity of non-essential functions located on the main site will provide opportunities to accommodate additional acute clinical activities or potentially, sale of parts of the site ▪ Critically examine the opportunities to rationalise services from leasehold properties into community properties where the trust is the Freeholder and surrendering of leases where possible.
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2.8 Potential Hosts of Community Services

Proposition 12:	<p>Services need not necessarily be located within Whittington Health services buildings. Service efficiencies could be achieved by locating services within other public buildings. Whittington Health will work with public sector organisations to maximise the sharing of public sector buildings and to consider</p>
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Part 2(b): Estates Policies

1 The Estate: Key Strategy Drivers

The 12 high level propositions provide a framework for the more detailed estate policies and strategies. This section develops the propositions into estate strategies. Six key strategic drivers have been identified:

- 1) Integration of Clinical services
- 2) Rationalisation of the St Ann's Hospital site
- 3) Support the Trust's Education Strategy
- 4) Development of the Whittington site
- 5) Clinical services Initiatives
- 6) Space location and management initiatives

1.1 Integration of Clinical services

The Estates Strategy is an integral part of the Trust's plans to deliver on its vision: "*To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers*". (Whittington Health Strategy 2011–2016)

This is expected to influence the estate in the following ways:

- Community and acute services will harmonise through pathway re-design which will potentially change the type and amount of physical estate needed to be able to provide that service.
- Services will migrate from high-value acute sites towards more community provision, leaving the acute site free to concentrate on services that can only be provided from that environment.
- Services will migrate from leasehold premises to community freehold premises where this is deemed clinically appropriate allowing the trust to reduce its property overhead by surrendering or not renewing leases.

The Trust will adopt Smart working principles with the expectation that, overall, there will be less space required in the future. This initiative will “*Change the way we work to build a culture of innovation...*” (Whittington Health Strategy 2011 – 2016) and facilitate a flexible, dynamic working culture delivering real operating efficiencies.

1.2 Rationalisation of the St Ann’s Hospital site

Barnet Enfield and Haringey Mental Health Trust (BEHMHT) are rationalising the St Ann’s Hospital site and expect to sell a significant proportion in the future. Consultation has commenced. WH provides services from the site under the terms of an operating SLA, which is reviewed every 12 months. WH are working closely with BEHMHT to help them achieve their goals. Work areas include:

- Further movement of WH’s St Ann’s non-clinical services off-site into WH community properties facilitating consolidation of remaining services into a smaller footprint. The space savings will reduce the total charges under the BEHMHT SLA.
- Using the rationalisation of St Ann’s as an opportunity to review the configuration of the Child Development Centre by possibly forming a co-located integrated Children’s service

Further negotiations will be required with our commissioners as it is for them to decide the quantum and location of services before any final decision can be made.

The substantial threat remains; the relocation of WH services on the St Ann’s site is driven by BEH MHT’s rationalisation plans. A decision need to be made as to who funds the relocation of services

1.3 Sale of the Archway campus

The sale of the Archway campus by UCL/Middlesex University (August 2013) will be used by WH to strengthen their reputation as a provider of world class education. In accordance with the emerging education strategy WH will re-provide key education facilities that are supported by SIFT that will close as part of the sale of the Archway Campus. It is recognised that finding space to accommodate these functions on the Whittington acute campus closes opportunities for expansion of other departments however WH regard the maintenance of world class education as core to its overall positioning. Our planning needs to allow for the following departments to relocate onto the Whittington Acute site:

- Clinical Skills Centre (Department of Medical Education) c400m2. (includes Undergraduate Assessment Centre)
- Library and associated functions c280m2

Other services currently located on the Archway Campus, which work with WH; however, as space is limited and these services *could* be located elsewhere it is unlikely that they will be offered accommodation on the acute site. Services include:

UCL Archway Campus - 2nd floor – Holborn Union Building:
Assessment Skills Centre (Primary Care & Population Science) inc:

- Post-grad assessments

UCL Archway Campus - Urology & Urodynamics – (Clinical Physiology) inc:

- Lab space
- Examination rooms
- Offices

1.4 Development of the Whittington Site

Over the short / medium-term it is Capital funding will be focused upon the buildings to the South of the service road bisecting the site. These buildings are generally in poor condition and contain nearly all of our patient services. The maternity buildings (Blocks D and E) in particular require upgrading.

The buildings to the North of the service road accommodate predominantly administrative and support functions. Some of these are in poor condition however over the year 11/12 some limited external repairs have been undertaken to minimise ongoing water penetration and further deterioration of the building envelope. Future expenditure to these buildings North of the service road, (pending space and departmental relocation changes - discussed later in the document) will be restricted.

The short-term investment focus on this site will therefore be investment to buildings South of the service road, in particular maintaining and upgrading Maternity blocks D and E. Detailed development plans are provided later.

1.5 Maternity Buildings / Strategy

Restricting investment to buildings North of the service road will free additional investment for the buildings South of the service road. However, even allowing for this policy, it is difficult within the CRL constraints to undertake more substantive investment and upgrading to the maternity buildings. Any longer term site-development plan should releasing parts of the site for potential sale that allows reductions in the ongoing expenditure required into buildings.

The emerging clinical strategy for maternity caps births at marginally above current levels at 4000 per annum. The existing facilities are adequate at this level of activity however the poor quality environment and disrepair of the building stock requires ongoing investment. At this capped birth level additional facilities are not envisaged. However the existing facilities will need functionality, environmental and backlog investment.

It will not be possible to undertake the required works over a single year, however consistent ongoing investment form within the CRL will over time bring about the required improvement.

1.6 Clinical Service Strategy Initiatives

There are several emerging clinical service initiatives that will need to be taken account of in the estate plan.

1.6.1 Unipart recommendations – this project will change the way patients are managed through the administrative pathways of Whittington Health. Space and manpower reductions will be achieved together with an improved service to patients. There will be a central patient reception and waiting area, together with a centralised point for standard health checks. The remaining clinic reception functions based within individual clinics in Whittington Hospital (+/- 12) will also be centralised. The space allocated to these functions will be used to base staff relocated from Jenner and elsewhere on a rotating basis. There will be a number of staff relocations, including medical secretaries, appointments and admissions staff (access centre), and clinic notes preparation staff. Estate implications are – formation of central reception desk in the main entrance, formation of central health check area, relocation of circa 20 persons from Jenner into vacated clinical areas, and the reallocation of office space for medical secretaries, access centre and clinic notes preparation staff. This project will be implemented in phases running over several years.

1.6.2 Increased provision of Ambulatory Emergency Care – WH has agreed a general strategy to reduce the ward bed base. As an ICO we are committed to delivering care closer to home. To further this strategy there is a proposal to develop an enlarged Ambulatory Emergency Care facility.

This facility allows patients being treated at home to attend the Hospital for urgent treatment on a walk-in basis. This facility acts as a check on patients who might normally be admitted to a ward. The existing service has proved to be successful and is currently at near-to-full capacity. Growth trends show increasing demand – March 2012 – 163 patient episodes and June 2012 – 320 patient episodes. Key elements of this system are:

- Consultant led service.
- Timely access to advanced diagnostics.
- Aim to reduce unnecessary inpatient admissions.

- Co-located with the urgent care centre and links to a community virtual ward.

The preferred area for this additional service is the currently vacant space in K Wing, level 2, which adjoins the existing emergency department. The ease of access to diagnostics services and the infrastructure support of ED makes this the ideal area. The exact area required is not as yet known however it is unlikely to be over 600m².

1.6.3 Outpatient departments level 2 K wing - Studies are on-going to forecast the likely demand for Outpatient facilities. A combination of demand, system changes and efficiency factors are likely to lead to a diminution of space requirements in this area. The strategy of “care closer to home” will lead to WH caring for more patients in their homes rather than relying upon them visiting the acute site. The quantum of space that is likely to be released has not as yet been fully determined however it is likely that space will become available in the short / medium term and the estate plan should take account of this.

1.6.4 In-Patient Bed Reductions - clinical in-patient bed planning is ongoing but as part of a plan of efficiency and cost improvements it has agreed to implement a planned programme of bed in-patient bed reductions. Beds in various areas will be closed; the remaining beds will be consolidated into “whole” wards. Following the process of reduction, relocation and consolidation the following wards are **likely** to become vacant and available for alternative use:

Murray Ward – now vacant – short term use an training suite available for alternative use end 2014	area	405m²
Betty Mansell Ward - currently in use as ward likely to become available 2013- 2014	area	271m²
Cloudsley and Meyrick - currently in use as ward likely to become available 2013- 2014	allow	area 1200m²

The Estates plan will make allowance for the re-use of these areas.

1.6.5 Medical Records Management Handling and Storage – WH has agreed to review general medical records management. This entails reviewing current arrangements that consist of dispersed storage in many (occasionally inappropriate) locations and over time implement a paperless electronic medical records (EPR) system. Estates related work is likely to be identifying an onsite area for collation, culling and scanning and then identifying an off-site storage and retrieval centre for those files that will not be converted to an electronic medium. This project will be completed during 2016. The recently vacated boiler house has been identified for this purpose. General works to the envelope will take place to make the building secure and compliant together with a limited internal fit out. The area will be used as central facility for sorting, culling and scanning files prior to relocating into the central records store in the basement of K Wing or relocation off site.

When the Medical records project is complete the boiler house will be returned for alternative development (part of the long term strategy) and the current medical records store in the basement in K wing will be reduced from circa 580m² to circa 300m² freeing a total area of space of circa **280m²**.

1.6.6 Patent (PAS) and Electronic Medical Records (EPR) - these IT led initiatives also impact upon the physical estate. Ultimately the total quantum of space given over to these functions will diminish due to electronic record storage and improved manpower efficiencies. In the short term however there is a significant need to provide additional IT training facilities. The initial lead in training period will be the peak space demand and this will run for a period of approximately one year. There will then be a further ongoing period of lower level training and “programme roll out” demand where the space requirements diminish somewhat and tail down over a period of a further 18 months to two years.

The areas required for training, project roll out teams and administrative staff are likely to be quite significant in the short term. An allowance in the project plan has been made for:

- One floor of HGW to be used for training and the project team
- One ward space (Murray Ward – currently vacant) to be used as larger training spaces. This location is ideal as it is closest to the main clinical activities.

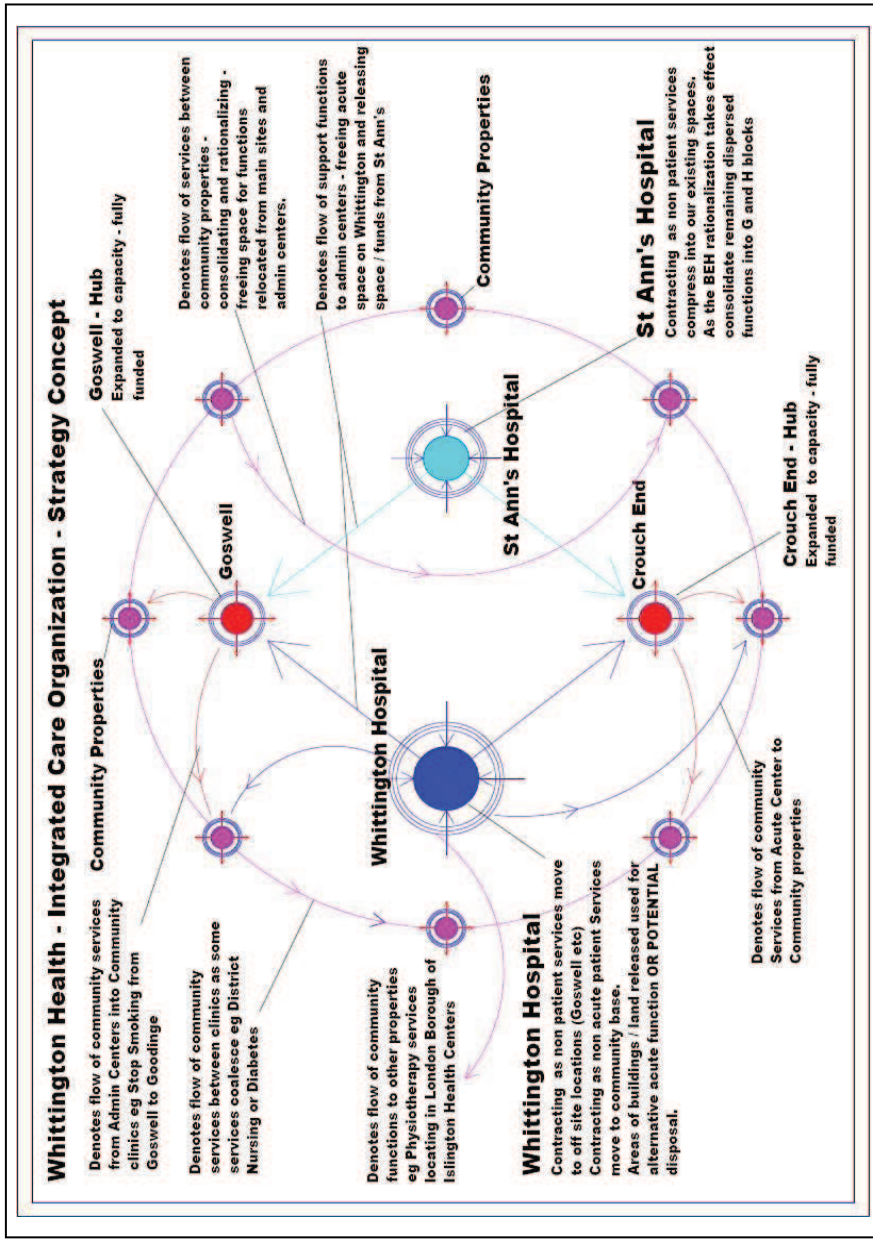
1.7 Space, location and management initiatives

This is regarded as a key area of short / medium-term focus if the advantages of an Integrated Care Organisation are to be fully realised. This includes a series of related threads:

- A general presumption in favour of moving non-acute services from acute centres into the local community
- Moving administrative functions from the St Ann’s site into existing Community properties to achieve a reduction in occupation costs at St Ann’s
- Building partnerships with other key agencies such as Local Authorities and, where possible, sharing capital assets
- Maximising the use of space in office based functions by applying SMART working principles - target space saving 20%
- Reducing the use of paper – target reduction 90% over 5 years
- Maximising organisational effectiveness by implementing flexible, peripatetic working methods with supporting technological, cultural and environmental changes

The effect of these movements are expressed diagrammatically **see figure 2.1**

Figure 2.1: Strategy Concept Diagram - Flow of Departments and Services Between Estate Properties



2. Whole Estate Policies

2.1 Allocation of Space – an Indicative Cascade of Location Priorities

The effective use of space and the necessary managerial, behavioural and technological changes is one of the key priorities of the Estate strategy.

Estates Policy Statement 1:

1) The location of departments / services shall be based upon a “cascade of location determination”. Individual preferences or personal circumstances shall generally not be material factors when deciding locations of departments.

1a) Communication barriers will not block locating departments off-site, as IT strategies will mitigate this problem.

1b) Business efficiency and clinical factors are priority factors in determining location.

1c) Managerial and administrative functions cannot presume a base in the main Whittington site. WH shall have regard to a reasonable balance between basing these functions throughout its estate and ensuring that financial and organisational conditions are met.

A basic set of space location categorisations will be used to help WH consistently decide where a particular function / department is to be located. This could be viewed as a cascade of location determination.

Figure 2.2: Departmental Location Criteria

	Functions/Departments	Description	Examples
Type 1	Location non-specific	Those functions or departments that could reasonably undertake their work from any location	Help desk, some finance and payroll services, consultancy projects
Type 2	Whittington Health Area non-specific	Those functions or departments that need to be based within the WH boundaries but can be flexible within those boundaries	Some administrative departments, whole area community functions
Type 3	Whittington Health Area-specific	Those functions or departments that need, due to administrative or clinical need, to be located at particular points within the community	Some administrative departments and community based clinical departments
Type 4	Whittington Health Acute adjacent-specific	Those functions or departments that need, due to administrative or clinical need, to be located adjacent to the acute site –including Highgate and Jenner	Chief Executive Offices
Type 5	Whittington Health Acute critical-specific	Those functions or departments that must be located within the acute site.	Acute patient-facing functions

In general, WH shall be “blind” to matters such as personal convenience and seniority. Ease of communication will not (except in exceptional circumstances) be a determining factor. Technology and Smart working mean that this consideration over time will lose strength.

2.2 Determining the Basis of Allocating Space Between Acute and Community Sites

Estates Policy Statement 2:

2a) Space on the main acute site is unique and therefore of high worth. First priority shall always be given to service-critical functions that cannot be located elsewhere.

2b) Functions that are not frontline, acute service-related will, where possible, be relocated off the main acute site into Community properties, partnering organisations or elsewhere

2c) Clinical services operating from community leasehold premises will, where possible be aligned with services provided from community freehold premises and leases either surrendered or not renewed

Whittington Health is no longer centred on a single acute site. Similarly, the community services previously operated by PCTs are no longer a stand-alone, community-based service. The new organisation - Whittington Health - is an Integrated Care Organisation and to be fully effective it needs to exploit the synergies between the acute and community aspects of its work.

2.3 Changing the way we work

Estates Policy Statement 3:

Whittington Health will

3a) Introduce SMART Working – It will aim to reduce space occupied by administrative and support functions by 20% over a five year period.

3b) introduce paperless (lite) working – we aim to reduce total paper consumed by the Trust by 90% over a three year period

3c) introduce mobile methods of working with supporting technologies.

3d) support IT strategies to improve cross-boundary communication, mobile and paperless working

“Change the way that we work to build a culture of innovation and continuous improvement, working flexibly and in new ways to achieve efficiency and effectiveness……” (Goal 5 Page 3 Whittington Health Strategy 2011-2016)

WH will implement modern methods of working consistent with our goals and aspirations. We will introduce SMART working and this will require engagement from all organisational levels to deliver significant changes to:

- Work spaces
- Supporting Technology

- Organisational culture and working practices

Some general principles outlining the potential operation of this initiative are contained at Appendix 2. In estate terms we expect the more effective use of space driven by these changes will enable space to be minimised and used more productively.

There are considerable challenges in “joining” together the differing IT systems used in acute site and two PCT areas. Estates will support IT strategies in order to facilitate improved communication and mobile working.

2.4 The Costs and Management of Space

Estates Policy Statement 4:

- 4a) All space is held corporately and is not the property of any individual or department. The CEO is ultimately responsible for all space; however, this responsibility is delegated to the Director of Estates who shall develop policies and procedures for the management of space.*
- 4b) Space-charging mechanisms will be investigated to test their efficacy and applicability to Whittington Health. In principle any policy should encourage effective space-management by charging for space in proportion to the quantum consumed. The charging mechanism may include positive incentives allowing the participants to share in any savings made by relinquishing space.*
- 4c) Whittington Health shall work with other public sector bodies and seek to actively co-locate services into other public buildings where benefits (financial or service) can be demonstrated.*

Over time, space tends to become the property of the user department. This policy establishes clear lines of responsibility for space ownership and management.

Space is supplied as a free good to the user service. There is little incentive to relinquish space. It is intended to conduct a review of the costs and benefits of implementing a space-charging scheme.

Under a Government sponsored asset optimisation initiative under the leadership of the London Borough of Islington, WH and other public agencies have been working together under an “Asset Optimisation Scheme” to explore opportunities for sharing public sector capital assets – this policy supports this initiative.

2.5 Estate Management Related Policies and Standards

Estates Policy Statement 5:

Our first priority is to provide an estate that:

- 5a) is safe and compliant with all national legislation and relevant standards – current non-compliances are identified remedied or risk managed.*
- 5b) is maintained so that over time, overall backlog maintenance is reduced at a rate of 2% p.a.**
- 5c) is functionally suitable and fit for purpose.**
- 5d) is sustainable and meets Government targets for sustainability and reducing emissions*

**At the time of transfer of the Community properties the Clinical Services Contract shall only have one year to run. In this case the short-term contractual uncertainty means that significant investment into the community estate shall be limited. In general the community properties shall be maintained to the condition that existed at handover and measured by the six-facet survey undertaken by NIFES in 2011/2012.*

In general, existing standards and policies in force at WH will be extended to apply to the Community Properties. This includes, but is not necessarily limited to:

- Health and Safety Policies and Procedures
- Fire Policies and Procedures
- Policies for Maintenance and Repair (including reporting of defects)
- Sustainability and Energy Conservation

2.6 Management of the Enlarged Estate

Estates Policy Statement 6:

- 6a) The WH Estates and Facilities team will be responsible for the core strategic management of the enlarged estate*
- 6b) For an initial period of one year (1/4/13 – 31/3/14) existing outsourced estate management arrangements will be extended to manage the additional community properties on a management fee basis.*
- 6c) Using information gathered over the preceding year, full tenders for the maintenance and management of the community estate shall be sought from third party facilities management organisations. The new contract will run from 1/1/14 for a period of three years. The scope of services offered for tender shall be wide in order that full facilities services are obtained, enabling the existing Estates and Facilities management to assume the role of an “intelligent client” and focus its resources on the significant strategic challenges highlighted elsewhere in the estates strategy.*

The ICO estate presents very different challenges to those that existed when the estate was focused upon a single acute site. The challenges are both managerial (an increased focus upon estate management matters – leases, licences etc.) and logistical – the WH maintenance organisation is designed to service a high-intensity acute hospital.

Maintenance and Management services for the acute site are delivered via a “mixed economy” including outsourced contractors, PFI organisations and a small direct labour force.

Maintenance and management of the Community properties is currently delivered via a small professional team at NCL through a variety of outsourced contacts and a small direct labour force. It is not clear how these resources will be redistributed when the properties are distributed across various receiving bodies

At the point of transfer the CSC will only have a year to run and it is likely that insufficient knowledge will exist of the transferring properties to enable full commercial tenders. In order to minimize risk and ensure a managed transfer, WH will extend the existing outsources arrangements at WH to cover the community estate on a management fee basis for one year. Over the initial year information shall be gathered to enable a three-year contract to be tendered if WH retain the CSC.

PART 3: Site Specific Development Plans

This section looks at the development of the Estate's two main sections:

The Whittington Hospital site,

- Short term*
- Long term*

The Community Estates – subdivided into,

- Community properties
- The St Ann's site (due to impending potential site rationalisation by BEH)

*For the Whittington Hospital site two time horizons are taken:

- 1) A short-term time horizon over say, 1-4 years where many of the changes (both managerial and physical) are implemented to ensure the benefits of an ICO are fully realised, whilst at the same time minimising risk to the new organisation.

- 2) Longer-term plans detailing more significant projects to address key development requirements. These projects will set a long-term direction of travel and provide a framework for short-term decision-making.

PART 3(a): Whittington Hospital Estate

1. Introduction

This section details the main projects or “work strands” that are based upon the policies and strategies developed earlier and also focuses on addressing those “Key site issues” Part 1(a) item 14. The work strands represent a chain of works (projects) that naturally link together.

2. Short-Term Development Plan – Work Strands

This section details the “work strands” over the next 4 years. Only significant project/work strands are detailed here i.e. those that have a significant effect upon the configuration or content of the estate

2.1 Relocation of non-acute functions from the main site.

This work strand relocates departments from the main acute site into community premises by increasing occupancy levels and implementing SMART working. These moves off-site form part of the general strategy of “freeing” space on the main site for essential acute functions, and to accommodate additional functions see figure 3.1.

Figure 3.1: Additional functions to be accommodated under the short term plan

Function	Relocated from	To Location (Short term plan) (area m ²)
Clinical Skills area	UCL Archway Campus (currently 400m ²)	Current UCL area in PFI block Whittington Acute site
IT cluster room – 27 pc’s Seminar rooms Offices for 10 persons	UCL embedded space. Main PFI block Whittington Acute site (displaced by Clinical Skills above)	Highgate Wing Levels 1 and 3 gross area circa 380m ² per floor Total 720m ²
Library and Associated Functions	UCL Archway Campus (currently 281m ²)	

WORK STRAND 1

Project	Details	Stages	Outcomes	Compliance with Strategy
<p>1) Convert Goswell Road to SMART working and relocate departments from main site 2012/2013 costs circa £120k</p>	<p>Undertake minor works to level 1 Goswell Road. To convert to accommodate to SMART working. Increase in total occupants from circa 70 to 110</p>	<p>1a) Relocate Pensions department from level 1 HGW 1b) Relocate Payroll department from level 2 Highgate wing 1c) Relocate Procurement department from basement level main acute block (NB should Procurement be successful in bidding for further contracts and staff increases are such that Goswell no longer offers sufficient accommodation alternative rented accommodation will be sourced).</p>	<p>After completion of these moves Goswell Road is fully occupied. Creates space in HGW (1.5 floors) and creates space in the heart of the acute site by relocating procurement.</p>	<p>Increases space efficiency by SMART working Relocate non acute departments from Acute Hospital site</p>
<p>See Appendix 3 Figure 3.1 for draft plan of "SMART worked" Goswell Road layout</p>				
<p>2) Relocate Muscular Skeletal Physiotherapy MSK from Nurses' Home (H Block) to Finsbury HC</p> <p>2012/2013 Cost circa 50k</p>	<p>Undertake minor works to create new Physiotherapy department Finsbury Health Centre level 1.</p>	<p>2a) Relocate MSK services from functionally poor location in basement of Finsbury Health Centre 2b) Relocate MSK services from part of main outpatient Physiotherapy department in the H Block Nurses' Ground floor 2c) Relinquish lease for basement area – overall space saving and rent reduction</p>	<p>MSC services located in the Basement are functionally unsuitable and not DDA compliant. Relocation to the ground floor addresses these defects, increases Physiotherapy capacity in the community and relocates non-acute services from the acute site (H Block Nurses' home). Overall service provision at Finsbury Health Centre will increase from two staff over two days to three staff over 5 days.</p>	<p>Relocate non-acute departments from Acute Hospital site Improve delivery of community services Provide compliant department Increase Physiotherapy services in the community. Reduction in overall rental costs at Finsbury</p>

2.2 Highgate Wing – alterations and occupations

This work strand describes the works necessary to remodel Highgate Wing to implement SMART working, increase overall density of use freeing space to accommodate functions relocated from UCL. Before investment can be made into this building the lease will be renegotiated on agreed terms so that if possible this property will be secured for the long term (beyond the term of the current lease). In this way WH seeks to minimise risk. If lease extension negotiations are unsuccessful alternative office space will be sourced at an early stage.

WORK STRAND 2

Project	Details	Stages	Outcomes	Compliance with Strategy
3) Negotiations with Landlord to agree lease extension 2012/2013 (cost not known)	The lease is due to expire in March 2017. WH would wish to retain this property long term. Before further investment it is intended to agree terms for a lease extension	3a) Draw up plans for works and receive tenders 3b) Agree terms of new lease extension with Landlords 3c) Agree POTENTIAL occupation terms with tenants (see later)	Agreed terms for extended lease Agreed terms for POTENTIAL occupants relocated from Archway (see later)	Increases space efficiency by SMART Working Provides space for departments relocating From Archway campus Lease certainty for the long term for future planning
4) Works to Highgate Wing to increase occupancy, create SMART working office spaces and create space for education departments decanted from UCL 2012/2013 Minor works 30k 2014/2015 level 6 £130k	Works to create open plan layout to floors allowing improved space utilisation and to free floors 1 and 3 to accommodate UCL decanted education functions and level 5 to EPR training and Project suite (level 5) this function will convert to offices when this function diminishes	4a) Relocate Estates department from level 5 to C Block Estates area (work in progress) 4b) Minor initial works then convert level 6 to open plan SMART Worked Area allowing planning and performance to relocate from level 1 to level 6 4c) Convert level 5 to EPR project floor as short term use. Longer term Smart worked 4d) Convert level 4 to open plan SMART worked area 4e) Convert level 2 in stages to SMART worked area to accommodate relocated finance staff (accounts Payable from level 3 and 4) No finance staff from level 6 4g) Spare desks over each floor used as "hot desks"	Increase in total occupancy over 2 floors of circa 30 persons Creation of vacant areas on levels 1 and 3 to accommodate educational functions from UCL and PFI building Creation of flexible open plan SMART working paperless offices	Improved space utilisation Support EPR training requirements SMART working Creation of empty floors level 1 and level 3 to accommodate additional functions from Archway Campus (see later)
2012/2013 level 5 £80k to convert to EPR suite. 2015-2016 level 5 80k to convert to Smart working				
2015/2016 level 4 130k Smart Working				
2012 -2013 Level 2 Minor works to accommodate additional persons 20k 2014/2015 level 2 to Smart working £110k				

<p>5) Relocation of functions from Archway Campus (due to sale) onto Whittington Acute Campus</p> <p>2012 – 2013 Works to convert PFI Building to accommodate Clinical Skills area £300k</p> <p>2012/2013 Works HGW levels 1, 3 £1900k tbc</p> <p>Spend Profile £300k 2012-2013 £1900k 2013-2014</p>	<p>UCL intends to dispose of the Archway Campus by June 2013. WH regards it essential to retain access to education and training facilities. Some functions move directly into the PFI building and displaced functions from the PFI building together with remaining functions from Archway campus move to levels 1 and 3 of HGW</p>	<p>5a) Clinical Skills area relocates from Archway Campus to embedded space (UCL area) in the PFI building on the main Whittington Acute site</p> <p>5b) Displaced educational functions from 5a) relocate to HGW including IT cluster room, offices and seminar rooms. Library and associated functions move directly from Archway campus to converted level 1 and 3 HGW target completion date August 2013</p>	<p>Additional Functions accommodated</p> <p>NB this location is driven by the August 2013 Archway Closure.</p>	<p>Retention of access to Education and Training facilities.</p> <p>World leading education centre status maintained</p> <p>SIFT grant secured</p> <p>Compliance with Training and Education strategies</p>
<p>See Appendix 3 Figure 3.2 for draft "SMART Worked" floor plan of Highgate Wing</p>				

2.3 Main site – Jenner - Minor Works and Reorganisations into vacated spaces

This work strand moves further departments out of Jenner into vacated spaces in the main acute buildings. Occupancy in Jenner is then rationalised by introducing SMART working and reorganised to create a Support Services Directorate.

WORK STRAND 3

Project	Details	Stages	Outcomes	Compliance with Strategy
6) Occupation of Vacated Procurement department 2013/2014 Cost £20k	Open plan office area vacated by Procurement department (moved to Goswell) 200m ² reoccupied by functions from Jenner e.g. medical secretaries	6a) Minor works only and change desks to agreed SMART work sizes 6c) Reoccupy space	Fully occupied SMART worked space. Reduction in overcrowding in Jenner	Increases space efficiency by SMART working Relocation of staff from Jenner
7) Minor reorganisation of Jenner 2012/2013 costs circa 35k (minor Works) 2013/2014 Cost circa 50k (move into Procurement offices)	Remove minor internal studwork walls an ongoing plan of minor works to create Smart works offices. Utilising vacant spaces by relocating to Old Procurement offices. Minor works and re-planning to create Support Services directorate.	7a) General removal and relocations Inc. change furniture to SMART working. 7b) Create Support services department to re-planned g/f	Increased SMART working Improved efficiencies by centralising Support services functions Reduction in overcrowding	SMART Working Improvement in functional suitability Support Potential Unipart recommendations

2.4 Reorganisation of Medical Records and off-site storage

- The following estate related works are planned to support the management of medical records; this supports two key WH objectives:
- The implementation of Electronic Document Management (EDM) and Patient Administration System (PAS) strategies led by the IT department
 - Rationalizing and reorganisation of the medical records. Strategy currently being reviewed by a separate task force

WORK STRAND 4

Project	Details	Stages	Outcomes	Compliance with Strategy
<p>8) Prepare vacated Old Boiler house to store Medical records</p> <p>2012/2013 – 100k (Boiler House works)</p> <p>2013/2014 - 30k X Block demolition</p> <p>Costs for off-site accommodation under investigation</p> <p><i>NB Costs relate to building works only Not works related to records project itself.</i></p>	<p>To make old boiler house secure, wind and watertight. Install security cameras and system, small office, racking and shredding facilities.</p>	<p>8a) Undertake works to secure boiler house and provide limited racking</p> <p>8b) Relocate medical records into old boiler house into stages (over time for sorting, categorisation, disposal, scanning)</p> <p>8c) Immediately empty X Block medical records store and demolish building</p> <p>8c) Identify and source external off-site storage for long term holding of medical records</p> <p>8d) By end 2015 medical records located off-site and any residual on site hard copy records returned to K Wing Basement (space released in K Wing circa 180m²) and old boiler house returned for alternative uses</p>	<p>Old boiler house used in short term for sorting of medical records</p> <p>X Block demolished (reduced backlog 120k)</p> <p>Redundant medical records destroyed</p> <p>Space "freed" on site where previously used for medical records storage</p> <p>Medical records coded categorised and kept in compliance with protocols</p> <p>Safe off-site storage identified and in use by 2015</p>	<p>Building condition improved – X Block removed</p> <p>Space freed on main site for acute functions</p> <p>Furtherance of EDM and EPS (clinical strategy)</p> <p>At end of project space releases – in K Wing – various points in medical records stores and in K wing basement.</p>

2.5 Clinical Initiatives

WORK STRAND 5

Project	Details	Stages	Outcomes	Compliance with Strategy
<p>9) General works to Facilitate Unipart patient flow initiative Estimates only – allow: 2012/2013 - 100k 2013/2014 - 100k 2014/2015 - 100k 2015/2016 - 100k <i>NB this project is still under investigation details and costs here are Provisional</i></p>	<p>Alterations to create main reception area, central health check area, removal of individual clinic waiting and reception areas, and relocation of staff from Jenner, clinics and the access centre.</p>	<p>9a) Alterations to main desk A wing to become central reception desk 9b) Alterations to main entrance lobby to form open plan waiting areas 9c) Alterations to admissions dept and creation of health check area. 9d) Centralisation of individual clinical receptions and waiting functions from +/- 12 clinics. 9e) Minor conversions to accommodate relocation of +/- 20 staff from Jenner, clinics and access centre.</p>	<p>Improved patient service Reduction in space and revenue costs</p>	<p>SMART Working Support Clinical strategy Support Medical records management project Reduction in space – relocation of staff from Jenner</p>
<p>10) Formation of Ambulatory Emergency care department PROVISIONAL Estimate 2013/2014 – £2.9m</p>	<p>The provision of additional Ambulatory Emergency care provision in the currently vacated space in the Level 2 K wing area</p>	<p>10a) This project is currently under investigation. If accepted it will be formed adjacent to the ED department on level 2 K wing. The exact functional content and size of the department is being forecast. However the space available within K wing at circa 900m2 is unlikely to be totally used. A space allowance of 600m2 is taken.</p>		<p>Support Clinical strategy Support in patient bed reductions</p>

2.6 Upgrading of Main Buildings (South of Service road)

Over the short / medium-term investment will be focused upon the buildings south of the bisecting service road. This will further the long-term strategic direction detailed later.

Clinical strategy development is ongoing; however, key focus areas are emerging:

- Increased provision of Ambulatory care capacity – and in-patient bed reductions
- Improvement of patient experience and facilities - with a focus upon improving the current Maternity facilities. It is recognised that this significant and leading service does not offer standard of accommodation that should be expected.
- Several large redevelopment schemes have been considered in the past however but these have proved financially unworkable. . . Recent more detailed projections of the potential growth in maternity services have been undertaken, however, and current estimates do not currently foresee significant growth in overall services with births remaining at circa 4000 per annum. At this level no significant expansion of facilities is required. Functional changes will be necessary; however investment will therefore be targeted upon reducing backlog and, improving functionality and quality for patients by a series of planned interventions. These interventions will be planned as a series of self contained projects running over several years. Individually these projects are assess at a maximum capital cost of circa £2m. This sequential project approach avoids substantial early investment, which complies with plans to minimise risk in the early years after becoming a Foundation Trust as described by Proposition 6. .

WORK STRAND 6

Project	Details	Stages	Outcomes	Compliance with Strategy
11) Upgrading to Buildings South of service Road. year 13/14 £2.0m (provisional) year 14/15 £2.0m year 15/16 £2.0m year 16/17 £2.0m	Forms part of a long-term plan to focus investment into the buildings South of the service road. Main focus is upon maternity facilities	11b) Form additional new lifts to access into existing maternity areas. 2013/2014 £2.0m 11c) On-going investments circa £2.0m per financial year	Access and way finding improved. Additional lifts 2 No will improve access and way finding and permit the existing lifts to be closed down for upgrading.	Backlog maintenance and functional suitability improved. On-going investment into Acute buildings to improve quality of environment for patient care.

2.7 Training and Meeting Spaces

Training and meeting rooms are mainly located in the WEC. There are also some meeting rooms dispersed around the site. Rooms in the WEC are at full capacity. Training rooms embedded within departments tend to become “owned by that department” and could be more effectively used. Over time individual offices will be reduced under the SMART working initiative and therefore the ability to hold small meetings is diminished. This combined with intensive training requirements as part of the IT RIO, Patient Administration Systems (PAS) and Electronic Document Management (EDM) projects mean that additional training and meeting rooms are required. Part of this demand is met in the short term by creating a Project and training base in HGW (see work strand 2 item 4c) however envisaged demand is such that further short term teaching and training facilities are required for the roll out of the PAS system this is likely to create a short term demand “spike” requiring easily accessible facilities for clinical, nursing and administrative staff. This requirement is addressed in work strand 7.

WORK STRAND 7

Project	Details	Stages	Outcomes
12) Convert vacant Murray ward to short term training base for PAS system To be funded 12/13 allocation 200k	Works to be minimised due to short term use. Conversion is straightforward. Location of ward to staff to be training is a significant advantage Any spare capacity will be used to add to the existing meeting and training room stock.	13a) Undertake works (area currently vacant)	Increased provision of meeting and training rooms to meet projected demand Existing underused space is converted in a manner to allow easy conversion to open plan offices under long-term development plan (discussed later)

WORK STRAND 8

Project	Details	Stages	Outcomes
13) Convert Old Furniture store to Smart worked area 2014/15 allocation 200k	Upgrading with installation of kitchen and WC facilities into a flexible open plan smart worked area. This will pull staff from the overcrowded cellular Jenner Building the total area is circa 235m ² .	13a) Clear existing function (Old furniture store, PC store and workshop) 13b) Undertake works in open plan style	Increased provision Smart Worked office spaced Improved utilisation of underused space located in the centre of the acute site. Existing underused space is converted in a manner to allow easy conversion to other uses if required offices under long-term development plan (discussed later)

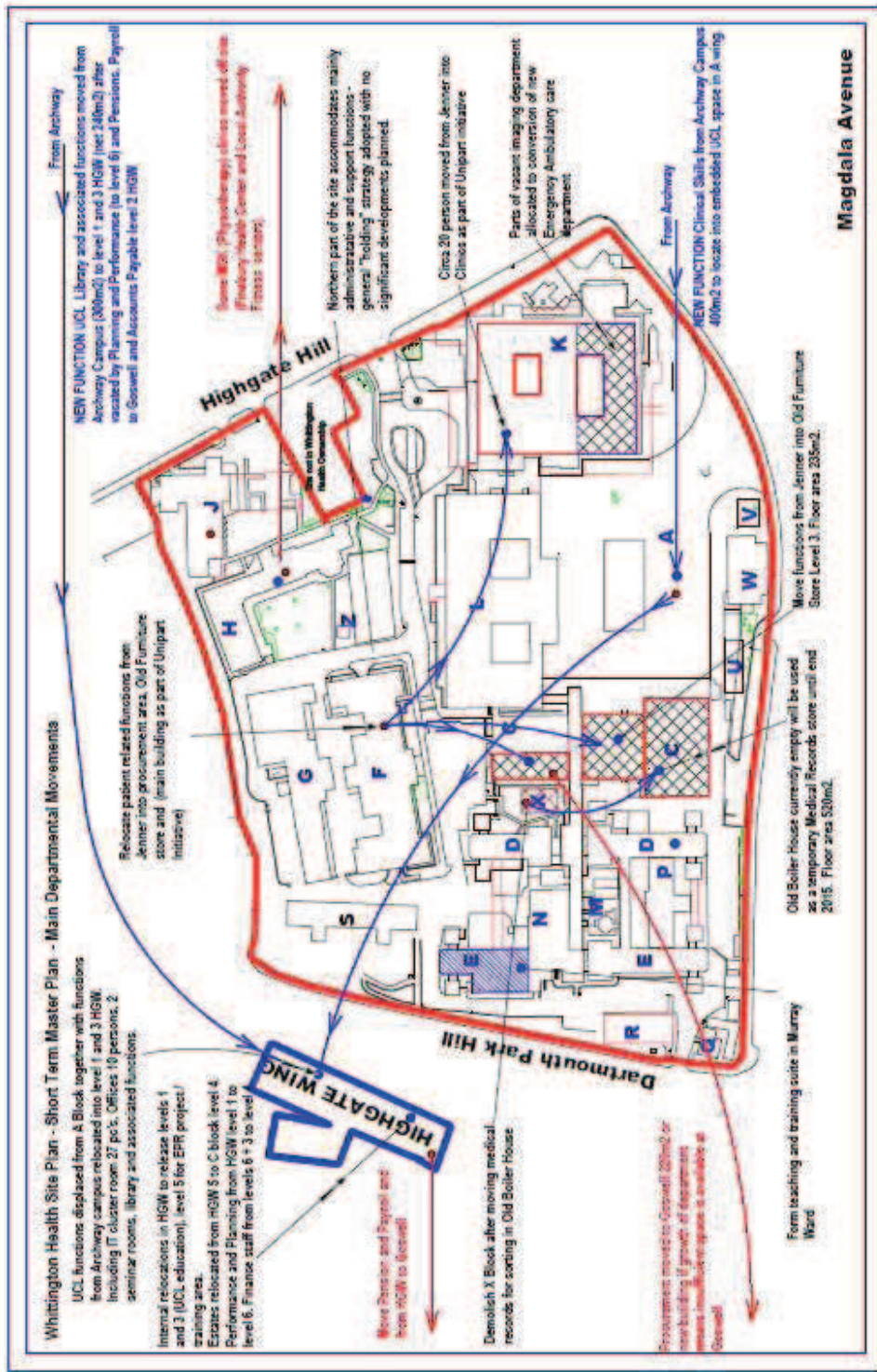
WORK STRAND 9

Project	Details	Stages	Outcomes
<p>14) General Sum to facilitate estate related organisational changes, such as SMART working, paperless environment and rollout of multifunction devices.</p> <p>2012/2013 – Taken elsewhere</p> <p>2013/2014 – Taken elsewhere</p> <p>2014/2015 – 200k</p> <p>2015/2016 – 200k</p>	<p>These works are designed to improve organisational efficiency and space utilisation.</p>	<p>Allow a general sum for rollout after initial works in Highgate and Jenner are completed.</p>	<p>Improved space utilisation. Reduction in space consumed by administrative functions circa 25%.</p> <p>Improved efficiency.</p> <p>Reduction in paper consumed from 2012/2013 baseline 50% over 2 years and 90% over 3 years.</p>

3. Site Development Plans

These “work strands” and relocations are shown in the short-term site development plan below.

Figure 3.2: Whittington Hospital site - Short Term Site Development Plan



3.1 Main projects

The development plan is focused upon delivering several short-term key projects that are driven by external forces, whilst also progressing organisational and efficiency projects. In particular:

- Relocating Archway functions into the Acute site
- The new functions are accommodated by relocating functions to the Community Estate i.e. moving Pensions, Payroll and Procurement to Goswell, MSK to Finsbury Health Centre

- Underused space on the main campus and HGW is productively used to accommodate:
 - Clinical strategies are furthered by relocating staff from Jenner into clinics within the main Acute Hospital (Unipart).
 - Medical records are collated into the Old Boiler House for sorting and categorization, allowing functionally unsuitable X-Block to be demolished.
 - A teaching and learning suite is formed in the Murray Ward to progress the Patient Administration System.
 - An EPR project suite and training facility is formed in level 5 HGW to progress the EPR project
 - An Emergency Care department is formed in unused space in K wing level 2
- Administrative functions are generally flowing from Jenner to vacated area in HGW and the main acute site, and as part of the Unipart Initiative. This allows reorganisation of departments in Jenner to reduce overcrowding and improve functionality.
- Projects described above progress the space and SMART working initiatives allowing increased density of use, better communication and flexible working.
- Although not shown directly on the plan, general upgrading and maintenance expenditure is focused to the buildings south of the service road, i.e. those buildings accommodating patient activities.

4. Short Term Investment Programme

The projects shown above are drawn together into the following investment programme.

Figure 3.3: High Level Investment programme – short term plan

Work Strand	Project	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Comments
Work Strand 1	1) Convert Goswell Road to SMART working and relocate departments from main site	120,000	0	0	0	0	
	2) Relocate Muscular Skeletal Physiotherapy MSK from Nurses' Home (H Block) to Finsbury HC	50,000	0	0	0	0	
Work Strand 2	3) Negotiations with Landlord to agree lease extension	0	0	0	0	0	Costs not known (revenue).
	4) Works to Highgate Wing to increase occupancy and improve functionality					-	

	(relocate from Jenner)												
Work Strand 9	<p>14) General sum to facilitate estate related organisational changes, such as SMART working, paperless environment and rollout of multifunction devices</p> <table border="1"> <thead> <tr> <th></th> <th>Taken elsewhere</th> <th>Taken elsewhere</th> <th>200,000</th> <th>200,000</th> <th>200,000</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Taken elsewhere	Taken elsewhere	200,000	200,000	200,000						
	Taken elsewhere	Taken elsewhere	200,000	200,000	200,000								

5. The Whittington Hospital Acute Site - Long Term Development Plan

This section looks beyond the immediate period after Whittington Health becomes a Foundation Trust. These plans can be of a more “transformational” nature and include more strategic projects that would need to be carefully reviewed nearer the time but are included here to give a long term vision for the site which in turn guide short term planning decisions.

It is envisaged that this stage of work will not commence until 3 or 4 years after the formation of the Foundation Trust, however, this will be kept under review and will be implemented as circumstances dictate.

Some transformational projects have thus far been “blocked” as insufficient funding has been identified. Our Estate objective would be to support these projects by:

- 1) Creating funding to contribute towards the capital costs of developments and upgrading of existing sub-standard facilities
- 2) Reducing operational costs – by reducing the overall occupied area, or,
- 3) Creating surplus space on site which could be used to accommodate additional clinical activities to generate additional on-going revenue streams.

Achieving these objectives will require balancing the various calls upon space and identifying any further functions on the acute site that:

- Could be discontinued,

- Could be moved off site,
- Could be reduced in size.

This section is based upon the assumption that the short term plan has been completed and in particular the departments relocated from the closed Archway campus have been successfully accommodated.

5.1 Potential Site Areas for Disposal or Alternative Use

Several high level studies have been undertaken. The area to the North of the main bisecting service road is the area easiest to release for disposal or to vacate to create space for other revenue generating departments, because:

- There is no in-patient activity (out-patient Physiotherapy – is the only patient facing function currently located North of the service road).
- Other functions could be most easily relocated or discontinued
- The buildings on this portion of the site are (save for WEC - G Block) in poor condition, functionally poor and/or not directly supporting WH's goals as below;
 - The cellular nature of the Jenner offices is unsuitable for modern working methods
 - The institutional nature of the Nurses Home (H Block) is not appropriate for modern residential provision
 - The Doctors Building – (s Block) – contains predominately private lettings within a pre-cast concrete building
- The site area has been zoned by the London Borough of Islington as a site for Potential Future Developments as part of their current consultation on “Site Allocations Development plan”
- The site is likely to be included in the Mayor’s “Sitematch” initiative that aims to provide information to developers and link them to key site opportunities.
- The Waterlow Building (J Block) is currently vacant and could be targeted for early sale. This is not planned as the valuations below are based upon achieving “marriage values”: Waterlow with its street frontage effectively unlocks the remainder of the site. Selling Waterlow in isolation will “land lock” the rest of the site devaluing its potential sale value. Our strategy is therefore (at least for the medium term) to retain Waterlow to allow time to examine and plan a more significant site disposal (or reuse) plan.

Site valuations should only be used as a guide. Site planning and valuation advice was originally obtained from Montagu Evans 24th September 2007 and updated June 2012. Appendix 3 Figure 3.3 – plots these valuations onto a site plan.

Figure 3.4: Outline site valuations

Block	Occupants	Site Value	Comments
J Block (Waterlow)	Empty	£4.8m	If sold in isolation will devalue remaining parts of the site
H Block	Nurses residential accommodation, On Call rooms, Social workers offices, Physiotherapy	£4.4m	Value based upon sale with J Block
G/F Blocks	G – Education and training F - Office accommodation	£4.5m	Values dependent upon selling with rest of site – key issue affecting value will be the listed building status of F Block and the extent of alterations permitted by the Local Authority
S Block	General accommodation	£3.3m	Values dependent upon selling with rest of the site. Access unlikely onto Dartmouth Park Road.

This gives a total *POTENTIAL* disposal value of **£17m**

5.2 Town Planning Environment

- Development options are dependent upon the Town Planning environment. The Local Authority is currently undertaking a planning consultation round. WH has submitted representations intended to create a flexible planning background for the main acute site. This is important in two main ways: a flexible site planning regime will assist WH to undertake its own on site redevelopments (WH may seek to reoccupy and remodel vacated buildings)
- A beneficial site-planning regime will maximise development potential and sale values.

London Borough of Islington has included the Whittington Hospital acute site in its list of “Potential Future Developments” as part of their current consultation on “Site Allocations Development Plan”. The site is also likely to be included in the Mayor’s “Sitematch” initiative that aims to provide information to developers and link them to key site opportunities.

The constraints placed upon Jenner Wing will greatly affect the potential site values. This listed building is in the middle of the area of the site that could potentially be for sale. Its close location to the main hospital buildings and layout may not make it suitable for residential development. Similarly its small cellular layout may not make it suitable for modern office use. Although listed, alterations behind the main facade would increase alternative use values. If some scope for alterations could be negotiated with the Planners this could increase the potential sale value of the sites. This will form a major element in any sale strategy.

The overall planning environment will impact development options, potential uses and sale values. Work to date has been in outline only and this area will be subject to further investigation and testing as part of the development of any business case. Appendix 3 Figure 3.3 shows the planning restrictions and potential sale area on a site plan.

5.3 Existing Departmental Space Reductions (floor space required)

Figure 3.5 shows functions on the Northern part of the site that could be discontinued, moved off site or reduced. This is a challenging target and will bring into play space location strategies together with SMART working initiatives described earlier.

Figure 3.5: Base data – Schedule of Areas and Potential floor area reductions - Functions located on Northern Strip

Building / Block	Current use	Current Area (m ²)	Area used for Planning m ² purposes	Assumptions - Area Reductions	Proposed new location
Jenner F Block	Predominately Office use	3140	1800	Original area less 25% but see Appendix 3 Figure 3.4 for details of reductions under short term plan	Essential site based services relocated main site (or building near main site)
WEC - G Block	Teaching and Learning	1171	1040	Original area less 15% due to layout efficiencies in new location	Essential Site based services to serve Clinical and Nursing staff
Doctors Accommodation - S Block	Residential accommodation	1011	Nil	Assume function Not re-provided	Currently not supporting core Hospital objectives
Nurses Home H Block	Mixed use comprising Nurses rms floor 4	606	Nil	Assume function not re-provided	There is residential accommodation at Sussex Way
	Nurses rms floor 3	626	Nil	Assume function not re-provided	
	Nurses rms 50% floor 2	313	Nil	Assume function not re-provided	
	On Call rms 50% floor 2	313	300	Function required	To be provided on site
	Social workers 50% floor 1	313	235	Anecdotally limited use made of this area for direct acute care related functions. No charges currently being made. Move off site if	Provided within office accommodation

				possible but assume 25% space reductions if retained on site	
	Physiotherapy Offices 50% level 1	313	200	Assume 30% reduction in overall space required. Some parts of Physiotherapy will move to the community as part of a wider reorganisation	Provided on site location tba
	Physiotherapy 100% g/f	569	300	Assume efficiency space reduction and some parts move to community (Finsbury Park HC)	Not allowed at present but the outpatient service <i>COULD</i> be located to an offsite location
Total		8375	3875		

From an existing occupied floor area of circa 8,375m² a residual floor area of circa 3,875m² will form our planning assumption.

5.4 Further Space Available (Planned to be released as part of ongoing strategies)

As part of the Clinical strategy of reducing in-patient bed numbers further space will become vacant as follows.

Figure 3.6: Schedule of released spaces areas as part of ongoing strategies

As part of a Strategy of bed reductions	m ²
Murray ward - short term use a training suite finishes available for reuse from end 2014	405
Betty Mansell ward (released as part of bed reduction strategy)	271
Cloudsley and Meyrick wards (released as part of bed reduction strategy)	1200
As part of the Medical records project	
Part of K wing basement area (not before 2015/16)	180

Space released in HGW as part of the Smart Working Project	Level 5 upon completion of EPR project 2016 (available for SMART working conversion)	380
Other spaces Potentially available as part of redesign of level 2 K Wing (see below)		
	Surplus area from formation of Ambulatory care 900m ² available 600m ² planning area (see note below)	300
	"Freed" area as part of diminution of Outpatients Department (area not determined however assume 100m ² (see note below)	100
	Total Space available or created	2836

It can be seen from the above that one of the key projects is the development of K Wing level 2 floor. There is currently circa 900m² of unused space in this area it is planned under the short term strategy to locate a new Ambulatory care department into this area. The current space allowance for this department is estimated at 600m². In addition it is forecast that there will be a planned reduction in activity within the Outpatients department – for planning purposes it is assumed that this will free up a further 100m² of space within this area.

By reviewing these projects as a cohesive whole and combining the planning for Ambulatory Care department with the diminished size of the outpatients department it should be possible re-plan the floor and block the space savings together and create a 400m² (300m² plus 100m²) block of usable space. It can be seen from **table 3.5** that the only clinical activity that requires to be relocated from the North of the site is Physiotherapy at an area of circa 300m². This could be an ideal target location for this function with the supporting infrastructure in place.

5.5 Forecast Space Requires Verses Available

Total floor area required (see **Figure 3.5**) 3875m²

Total spaces available / created (see **Figure 3.6**) 2836m²

Therefore shortfall (additional floor space required) 1039m²

Any long term development plan will need to identify a further **1039m²** of floor space. This is an optimistic scenario as inevitably additional spaces will be required that are not currently foreseen.

5.6 Potential Long Term Development Option – (Sale and Compression)

The plan is the most optimistic and seeks to release the maximum land and buildings for sale of reuse. It relies upon optimistic scenarios for space planning – due allowance must be made for further space requirements.

The plan seeks to relocate all functions from the Northern strip allowing sale (or for use as additional clinical activities). Key features:

- 1) **A new building on the redundant Old boiler House Site.** It is envisaged that the new building footprint would be the same as the Boiler House (circa 520m²). It would replace this old building once the temporary use as a medical records store had finished. It is envisaged that the new development would be over four floors and due to lower ceiling heights it will be lower than the surrounding buildings.

There is an opportunity to make a significant statement building – it is in a prominent position on the “front” of the Whittington acute site. The old boiler chimney – which is regarded as a local landmark could be retained and enveloped on the lower floors in a new modernistic building picking up references from the adjoining PFI building.

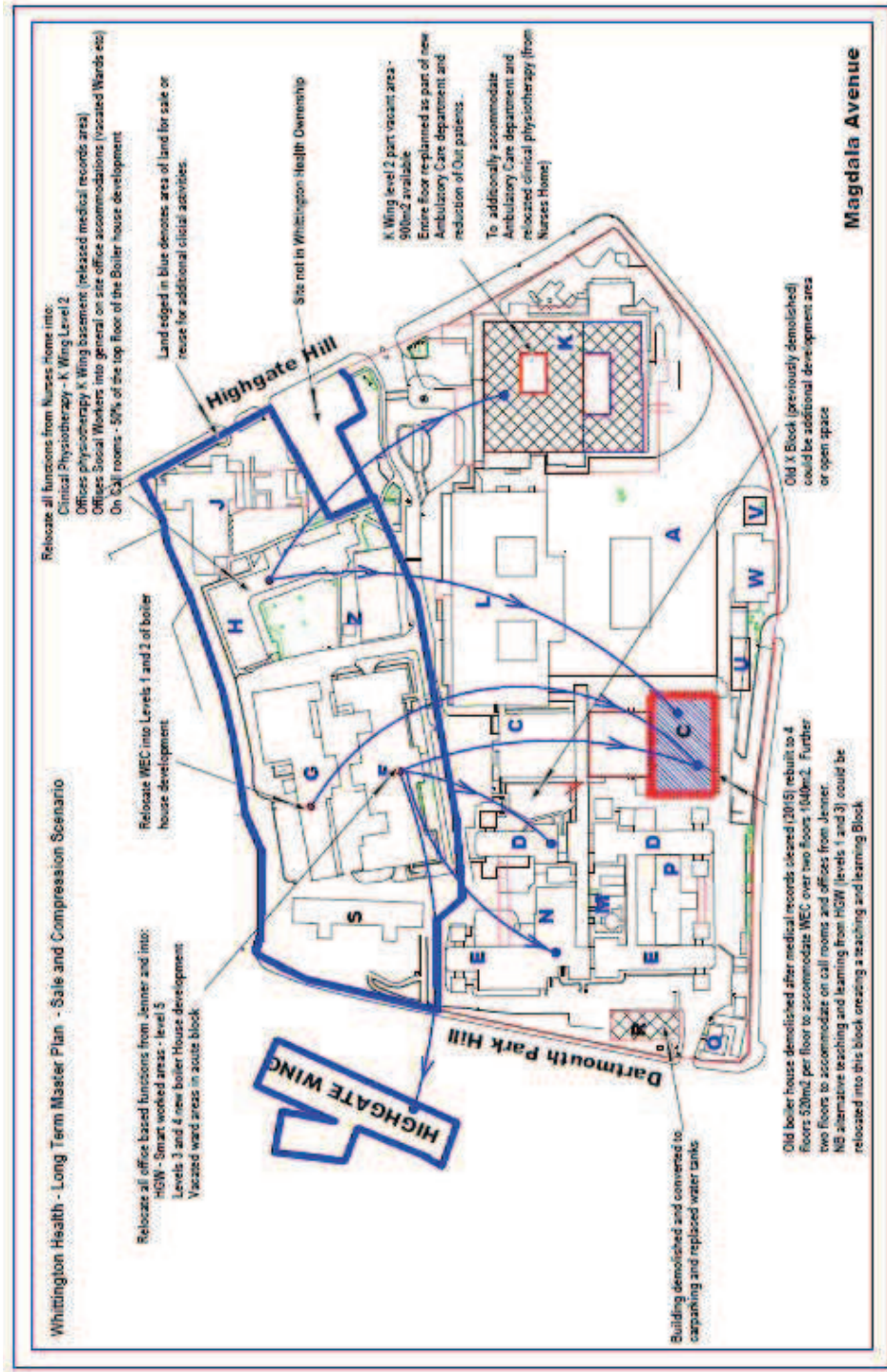
It will be used on the lowest two floor to directly relocate the Teaching and learning functions from WEC – (block G) with the upper floors providing large open plan office spaces with a allocation of On call rooms on part of the top (4th floor).

A total floor area of 2080m² will be developed.

- 2) **All relocated Clinical functions located into K Wing 2nd Floor.** The opportunity created by the ambulatory care centre and the forecast reduction in Out patients means that with careful planning it will be possible to locate the Physiotherapy department form the Nurses home into this floor. This is easily accessible area for patients, contains supporting infrastructure and is an ideal location for this function.

- 3) **Relocated Offices viewed as a single entity.** Existing offices are allocated along lines of specialism. Social workers, physiotherapy (both in H block – nurses home), clinicians, medical secretary's and managerial, administrative and secretarial staff(in F Block – Jenner) are all in separate office areas. These will be relocated into new and existing areas in the main acute site general in Smart worked open plan areas. This will improve space usage, communication and remove some traditional demarcation lines.

Figure 3.7: Example Site Development Option – Long Term Master Development Plan – Sale and Compression



Redevelop floor area calculation

Total floor area required (see Figure 3.5)	3875m ²
Total spaces available / created (see Figure 3.6)	2836m ²
Area of New Boiler House Development	2080m ²
Total area available /created as part of long term plan	4916m²
Additional space provided under this option circa	1040m²

At this planning stage that space estimates are subject to change therefore although this overprovision appears substantial this area should at this early stage us reserved as a contingency as it is likely that further space bids will be identified. In any event the move to Smart working will require additional seminar / meeting rooms that have not been allowed for at this stage this are Provisionally allowed below as part of the outline space allocation plan.

Figure 3.8: Planned Floor Areas – Stack allocation

Building/Block	Total Floor Area available (m2)	Proposed Use	Relocated from
New Boiler House Development-level 1	520	Teaching and Learning	WEC levels 1 and 2
New Boiler House Development-level 2	520	Teaching and Learning	
New Boiler House Development-level 3	520	Offices	Jenner
New Boiler House Development-level 4	520	On call rooms seminar / meeting rooms	Nurses Home Various
Wards - Murray, Betty Mansell Cloudsley and Meyrick	1876	Offices Offices	Jenner, Social workers G/F nurses home
Level 2 K Wing	300	Clinical Physiotherapy	Nurses Home Ground floor
Level 1 K Wing	180	Offices Physiotherapy	Nurses Home First floor
Highgate wing level 5	380	Offices	Jenner
indicative totals	4816*		

*NB excludes small areas created as part of Ambulatory care

This option has the following features:

- Releases the majority of the Northern part of the site for sale (or reoccupation by additional clinical activities)
- Releases Capital, reduces operating costs and backlog maintenance
- Maximises the use of vacant or underused space in the main hospital
- Relocates and reorganises administrative functions into SMART worked functionally suitable areas

5.7 Financial Outcomes

Appendix 3 figures 3.5 – 3.6 gives the financial model for the “sale and compress” option, summarised as follows:

Figure 3.9: High Level financial outcomes – Sale and Compression scenario

Variation Pre and Post Sale of Northern Strip	Cost pre development	Cost post Development	Variance
Operating Costs inc capital charges	1643	1033	-610
Net Capital Receipts	0	7413	7413
Backlog maintenance	2450	0	-2450

All figures should at this stage be treated with great care however initial forecasts indicate that should the “sale and compress” followed there is likely to be:

- Residual Capital receipt upon completion of the programme of works: £7,000k
- Reduction in operating costs: £600k
- Reduction in backlog maintenance (from disposal of buildings only): £2,000k

All figures are estimates and will need to be investigated further as part of any business case. In particular the valuations for capital disposals are very sensitive to planning and market conditions. Any easement of the envisaged planning restrictions will directly affect the values realised for the site.

5.8 Other Significant Potential Options

5.8.1 A Combined Teaching and Learning Block

The Teaching and Learning functions that were relocated from UCL's Archway campus into HGW levels 1 and 3 as part of the short term plan naturally fit with the teaching and learning functions transferred from WEC (block G) into the proposed Boiler House development under the long term plan. It may be considered a desirable option to move all Teaching and Learning from HGW to the new boiler house development forming one combined Teaching and Learning Hub. The displaced functions could move into HGW – centralising offices into this building. The option would incur greater costs and is not therefore examined further here.

5.8.2 A "Developers" Option

Any redevelopment of the northern strip will need to comply with the overall planning environment. The development could be "mixed use" or residential. In any event the developer will need to comply with planning policies. WH could consider working with the developer to locate some of its own requirements onto the developed land. This could help the developer meet some of his "social" obligations that may be imposed upon him by the Local Authority. In particular asking the developer to include On Call rooms could benefit WH (high quality on call rooms provided – releasing space on the acute site) and the developer as it may help meet his own obligations. Various other options exist and these would need to be fully examined.

5.9 Risks

A detailed risk assessment is not included here as the circumstances, when these developments may be considered, could be very different to those presumed today. High level key risks that will remain pertinent include:

- Insufficient appetite to close, compress or relocate some of the departments listed
- Failure to adopt SMART working and consequently not achieve some of the forecast space gains
- Failure to achieve beneficial planning consents, including overall zoning aspects of the site for disposal
- Highgate is retained leaving Whittington Health at the mercy of a private Landlord. Failure to agree a new lease at the expiration of the current term 28th March 2017 or failure to agree financial terms could be a major issue for Whittington Health.

6 The Community Estate Development Plan

6.1 Introduction

The strategy envisages accommodating services relocated away from the Whittington Hospital site and the St Ann's site, using space within the community based estate buildings.

After the transfer of the properties on 1 April 2013 WH will be able to easily move services between the buildings over which it has control (freehold or head lease), subject to agreement with the commissioners about the location of services. Moving services to the other properties over which Whittington Health has only a lease interest may be more problematic as it will require reference to the change mechanism within the Business Transfer Agreement that governs the operation of the ICO.

The state and condition of the properties is good and is not judged to require any significant capital spend within the next 5 years other than that required to re-site the services as they migrate away from the acute unit. Additionally the short-term nature of the clinical service contract does not provide an incentive for capital to be spent on buildings that could simply be transferred to the Secretary of State at a later point. Similarly tenure restrictions and limited timescale also mean that it is unlikely that any properties could be vacated for sale within the initial 5-year time horizon.

6.2 Future of the Community Estate

The principal strategy is for the community estate to be integrated with the acute estate in pursuit of the ICO's operational strategy. In general, appropriate services will flow from the Whittington Hospital and St Ann's to community properties. Effective space utilisation and SMART methods of working will enable occupancy rates to be increased.

6.3 Development Projects

We have no significant plans to develop any of the community properties beyond making the premises fit for purpose or making better use of the existing space (however see Simmonds House – see later).

We have no material plans to sell or acquire further community properties.

We intend to release the leasehold interest in one property (19 Highbury new Park) **Provided** that a new lease can be agreed on 133 St Johns Way. See later.

We will maintain properties to the general condition at date of transfer; however, we will focus funding upon addressing any outstanding health and safety issues identified by the 6 – facet survey not addressed at the point of handover.

In pursuance of our strategies of moving Clinical services into the Community, removing non acute services from Whittington Hospital and St Ann's and maximising space utilisation, the following projects are planned:

- Conversions to Goswell Road to increase occupancy to accommodate departments from Whittington Acute site and St Ann's
- Undertake a LEAN review/consultation of patient journey within Health centres
- Align reception areas across community based sites and acute to represent the 'Whittington Health' values and standards
- Space management and Smart working initiatives across all sites to improve space utilization
- Consolidation of community departments where operating efficiencies or demonstrable service gains can be achieved e.g. community hubs for Specialist Nursing and reorganisation of District Nursing teams
- Conversions to Finsbury Health Centre to allow Physiotherapy functions to relocate from Whittington Hospital site
- Closure of Ridge House (dental unit) due to significant Health and Safety Issues. Now agreed relocations underway to new compliant premises. (Forest Road Health Centre).
- Roll out of the Managed Print project to community sites
- Integrate systems and infrastructure within community-based properties to align with acute sites and general best practice.

6.4 Service Reconfiguration Projects – Simmonds House

WH is considering increasing the provision of in-patient bed provision at Simmonds House from 12 to 13 beds. Initial studies have revealed that there is significant demand for additional in-patient beds at Simmonds and the project could be self funded over 2 years. It is proposed that an existing day bed room be converted into an full overnight room with the provision with en-suite bathroom facilities. Costs have to be fully determined however **allow £250k**.

6.5 Lease Related Projects

Some leases are due to expire over the life of the Clinical Services Contract. In general WH position is that it would, in most cases, seek to retain the property and agree an extended lease. In the case of third party owned properties the Landlord for his own reasons may not wish to extend the lease. There are two current third party leases currently under negotiation.

- 133 St John's Way – expiry date 17th August 2012 – Landlord - London Borough of Islington to Islington Primary Care Trust. WH has asked for this lease to be renewed. NCL are currently in negotiation
- 19 Highbury New Park – expiry date - 5th June 2013- Landlord - London Borough of Islington to Islington Primary Care Trust. London Borough of Islington has advised that they will not be renewing this lease. WH and NCL are considering alternative locations for the services operating from this property.

6.6 Community Estate Management

As described, market testing the estates and facilities services to a third party provider will be undertaken after a “shadow year” when full details of the TUPE and existing contracts will be discovered. In the interim, it is envisaged that a Third party facilities management company manages the community properties under a management fee basis.

7. The St Ann’s Site Development Plan

7.1 Introduction

The St Ann’s site strategy is largely driven by the impending site rationalisation by BEHMHT that is currently being consulted upon. WH has been working closely with BEHMHT and the Commissioners to agree a master plan that identifies the services that should ultimately be provided on this site. In the final event however, it is for the **commissioners** to determine the scale, configuration and location of services. The most up to date version of the intended site plan shows the retained site to the right of the red line.

7.2 General Strategy

In accordance with our general propositions and estate strategies determined earlier, our strategy will:

- Move non-clinical functions from the site and place them in existing community properties – thus releasing floor area at St Ann’s and reducing occupation charges under the SLA.
- Compress remaining functions where possible into G and H Blocks which are plan to remain in the long term
- Relocate remaining services into a planned BEH development.

Specifically WH have identified the following developments that should take place:

- Relocate to various Community properties - Occupational Health, Foot Health (administration) Child Health Information Unit (currently located in G and H Blocks)
- BEH MHT to remove their services from G and H Block.
- Relocate Whittington Health functions into G and H Blocks as far as possible – IAPS, PIP’s.
- Plan all remaining functions either into G and H Block or to alternative spaces in the new development.

7.3 Significant Departmental Proposals

In accordance with **Proposition 8** WH have sought to engage with BEH MHT and NCL and regard the development of St Ann's as an opportunity to review its service location and disposition. In general, apart from some minor relocations off site (non clinical departments), the majority of all other departments are envisaged to remain on site. A paper has been sent to the commissioners setting out the case for:

- Review the potential of forming a co-located multi agency children's hub. This envisages drawing together several children related services provided at different sites by different agencies and co-locating them onto one site. This meets with National policy objectives of providing integrated children's care services. Several locations have been examined however location on the St Ann's site appears the most viable option. There is some element of "betterment" in this proposal for which Commissioners support will be required. If this proposal is not accepted this service will relocate at current levels on the St Ann's site.

The commissioners have advised although they support the proposals in principle they will not agree funding over and above the current contract. In order to progress their redevelopment plans BEHMHT have agreed to fund the relocation of, Sexual Health and Clinical Audiology, to new locations on the St Ann's site. To date no agreement has been reached upon the relocation of further WH departments on the St Ann's site.

The relocation of remaining WH departments on the St Ann's site is a significant risk and will need to be addressed with BEHMHT and the new CCG's as they become established.

7.4 Development Plan

Appendix 3 figure 3.9 shows an outline development plan - the key elements of this plan as envisaged by WH.

7.5 Proposals, Programme and Costs

Timing is largely driven by BEHMHT's site development proposals.

Funding for the capital works require urgent consideration if the BEHMHT development proposals are not to be delayed. NCL are currently conducting negotiations with BEHMHT in respect of the SLA and site developments. We await the outcome of these discussions.

In any event WH does not expect to contribute to the costs of relocation of services when driven by BEH MHT site developments.

Appendix 1: The Existing Estate base Information (Where Are We Now?)

Appendix 1 Figure: 1.1 Main Whittington Hospital site 2008/2009 6 facet survey output

Measure	Condition	Backlog by value
1. Physical condition	A=18.6% B=56.8% B=2.8% C=21.6% D=0.2%	Whole site backlog H backlog £0.68m C, D, and E backlog £4.92m K backlog £3.5m L backlog £0.75m Site backlog £0.75m
2. Functional suitability	A=0.4% B=73.4% C=25.2% D=1.0%	Whole site backlog C, D and E backlog £2.53m L backlog £2.47m
3. Space Utilisation	Empty=12.4% Underused=3.2% Fully Used=79.2% Overcrowded=5.2%	Whole site backlog D and E backlog £1 m L backlog £2.8m
4. Quality of the Environment	A=0% B=87.4% C=12.6% D=0%	Whole site backlog C, D, and E backlog £75,000 L backlog £82,000
5. Statutory Requirements	A=0% B=85.1% C=14.9% D=0%	Whole site backlog D Backlog £800,000 F Backlog £125,000 U backlog £115,000 Site backlog £383,000
6. Environmental performance	A=1.2% B=46.5% C=52.1% D=0.2%	Whole site backlog K backlog £184,000 L backlog £265,000

Appendix 1 Figure: 1.2 Main Whittington Hospital site historic performance Indicators (2011/12 not as yet available)

Performance indicator	2006-07	2007-08	2008-09	2009-10	2010-11
Income £10/m ²	262	261	275	277	292
Activity/100m ²	85	87	91	88	90
Asset Value £10/m ²	141	140	127	207	206
Occupancy Cost £/m ²	210	213	232	253	240
Capital Charges £/m ²	146	134	141	169	159
Rent & Rates £/10m ²	203	291	261	261	262
Land £/m ²	427	415	282	383	384
Building £/10m ²	79	82	82	143	146
Equipment £/m ²	189	168	173	251	214
Depreciation £/m ²	86	73	77	116	117
Critical Backlog £/m ²	50	37	36	37	38
Risk Adjusted Backlog £/10m ²	53	47	39	40	40
Total Backlog £/10m ²	247	194	171	161	129
Energy/Utility £/10m ²	191	183	331	258	235
Maintenance Costs £/10m ²	247	314	323	328	310

Appendix 1 Figure 1.3: Capital Schemes for 2011/12

Block	Level	Capital Scheme	Scope of Works
E	2	Obstetrics theatre ventilation plant	The included installation of a new AHU to HTM04-01, refurbishment of labour ward operating theatre. This included installation of white rock, redecoration, removal of redundant plant and additional MGPS outlets to improve functionality of theatre.
E	5	Simple ward conversion to extend Ante-natal and relocate Midwifery	Major refurbishment of the North of E Block. This included flooring, redecoration, new heating emitter, sanitary fittings, false ceiling, lighting, fire alarm system to L1, doors and door ironmongery.
K	2	Urgent Care Centre	Major refurbishment of 40% of ED. This included floor finishes, improvements to ventilation, redecoration, sanitary fittings, false ceilings, CCTV, fire alarms to L1 and access control
H	Roof	Nurses Home Roof replacement + Dorma windows	Replacement of remaining 40% of roof. This included insulation to loft space
H	All	Flooring to central staircase	Renewal of flooring using vinyl floor covering
C	2	Replacement of pipe work to Endoscopy Processing Unit	Replacement of existing pipe work with stainless steel pipe work. This includes new filters and installation of return
C	4	Window replacement	Installation of 5 x double glazed upvc windows to Medical Physics
C	2	Completion of steam decentralisation works	Installation of new dual fired boiler plant and associated systems to provide heating and hot water to C, D and E Blocks. This includes, Trend BMS controls, renewal of dhws to C Block, stripping out of redundant pipe work and boilers, asbestos removal
Site	Site	External Road works	Various repairs to defective road and path finishes. This included site re-lining. Patch repairs amounted to approx 400m ²
Z	Sub Station B	Replacement of Sub-station "B"	This included replacement of transformer, ring main unit, local distribution board and new sub main distribution board serving H Block
Block	Level	Capital Scheme	Scope of Works
K	4	Redecoration and flooring in Clinic 4D	New vinyl flooring and redecoration of main corridor
C	Ext	New fire escape	Replacement of fire escape for C block roof
C	Roof	New Roof	Removal of redundant AHU, plant room, insulation of roof and re-roof. This also included fall from height protection.
C	3	Replacement of 7 x distribution boards and SWA feed from C Block Switchboard	Installation of 3 x new DB's and new SWA. This included redecoration
D	1	Replacement of vacuum plant and medical air plant	This plant serves C, D, P and E blocks
Site	All	New medical plant alarms	New medical plant alarms site wide
R	1	Removal of 2 x oil tanks	Removal of 2 of 4 oil tanks and disposal of contaminated oil which was replenished.
E	1	Labour Ward	Replacement of Nurse call unit

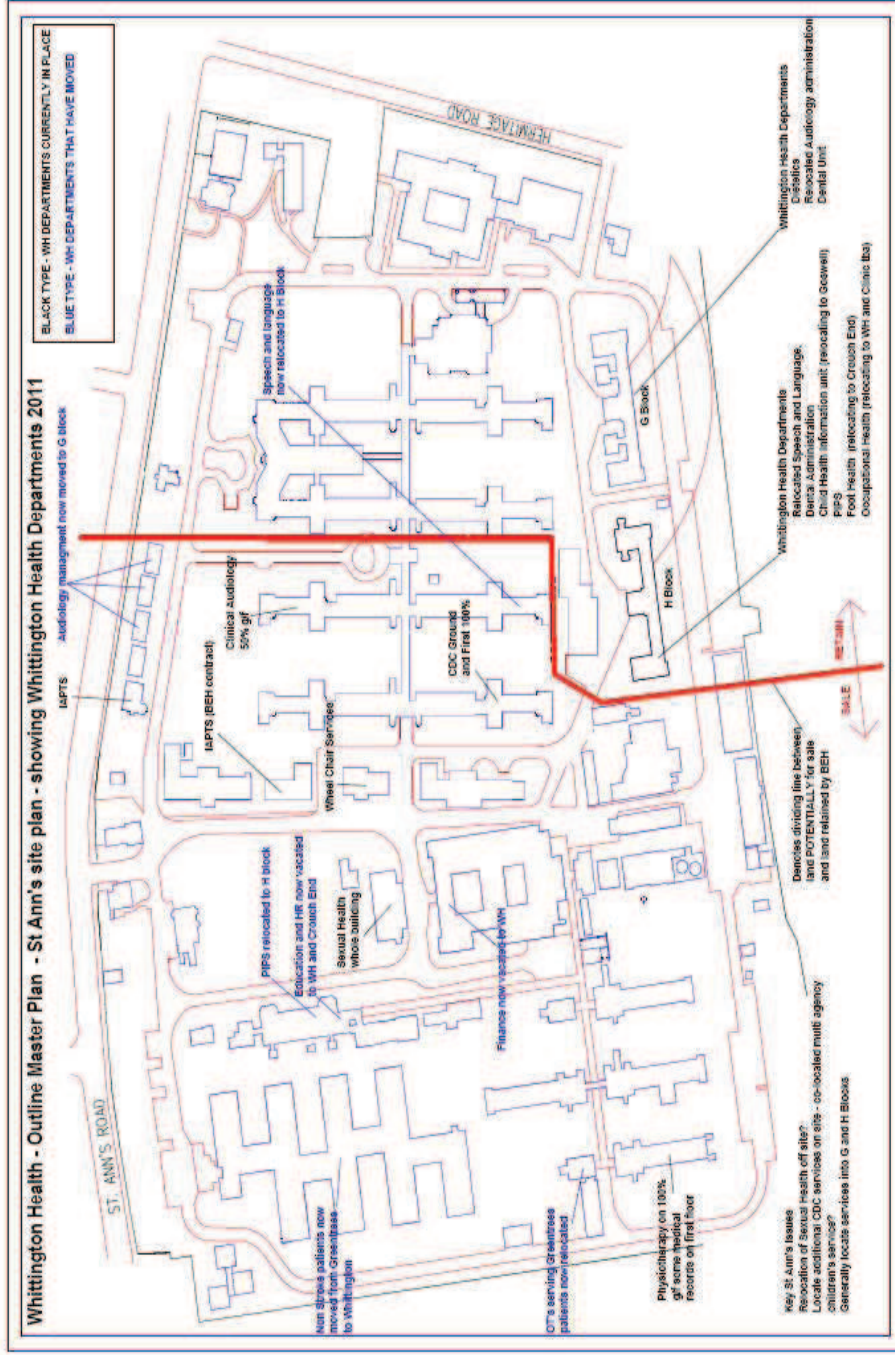
Appendix 1 Figure 1.4: Typical accommodation charges

Location	Cost per Month (£)
Sussex Way	577
Nurses Home (undecorated – qualified staff)	261
Nurses Home (decorated - qualified)	305
Nurses Home (undecorated – students)	261
Nurses Home (decorated – students)	305
Nurses Home double	468
Drs Residence (Flats 1,2,3,7, and 8) (6 is on call)	1,306
Drs Residence (Flats 4, 5, 9, 10 and 12)	1160
Guest day rate	20

Appendix 1 Figure 1.5: Community Properties Location Plan

To Be Inserted

Appendix 1 Figure 1.6: Site Plan St Ann's Hospital Showing Whittington Health Service Locations



Appendix 2: Draft Smart Working Operational Principles

Draft Smart Working Operational Principles

Version 3 (amended 2nd April)

- 1) These are indicative principles – a full policy and implementation plan is required.
- 2) A Working Party has been established to lead the development and implementation of Smart Working – these are initial principles to aid policy development.
- 3) This paper has been approved in Principle by the Executive Committee

Statement of Intent

Whittington Health has agreed to introduce Smart working. and over time shall implement paperless working. It aims to:

- Improve space utilisation and/or reduce the floor area occupied by administrative functions by up to 20%
- Reduce the use of paper and associated consumables by 50% over two years and 90% over 3 years (measured from current financial baselines)

Statement of General Principles

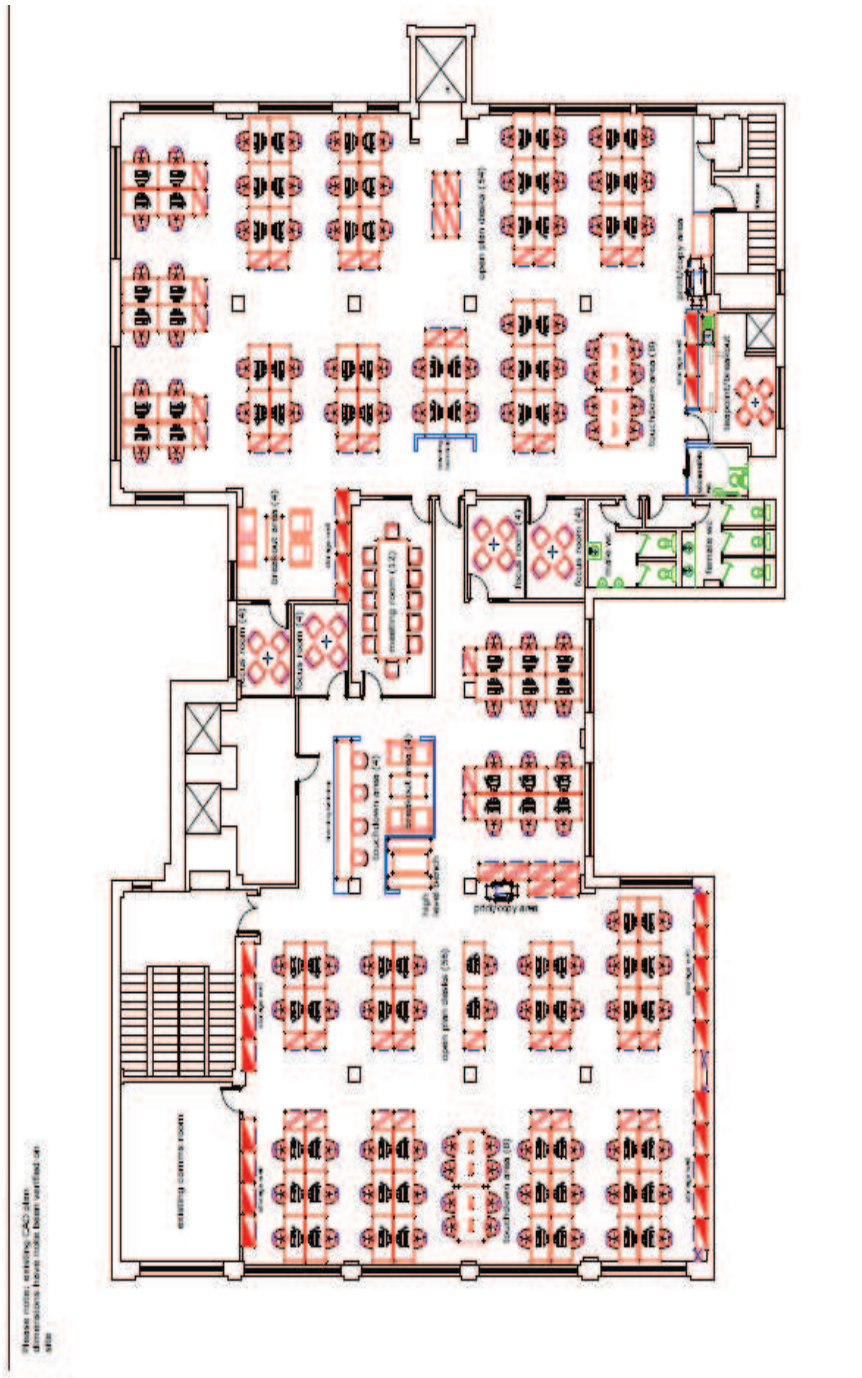
The sections below describe broad operational principles.

- 1) **General Office Environment and Planning**
 - Open plan office layouts will be adopted wherever possible
 - Meeting rooms, touch down areas and quiet rooms will be provided to match the operational requirements
 - Office layouts will, where possible, include a soft seating area and access to tea and coffee making facilities. Consumption of food in the office is not permitted.
 - Desk provision shall be provided on a **4 for 5 basis i.e. for every 5 persons 4 desks will be provided** – it is highly unlikely that (certainly for larger departments) 100% of staff will be present at any one time.

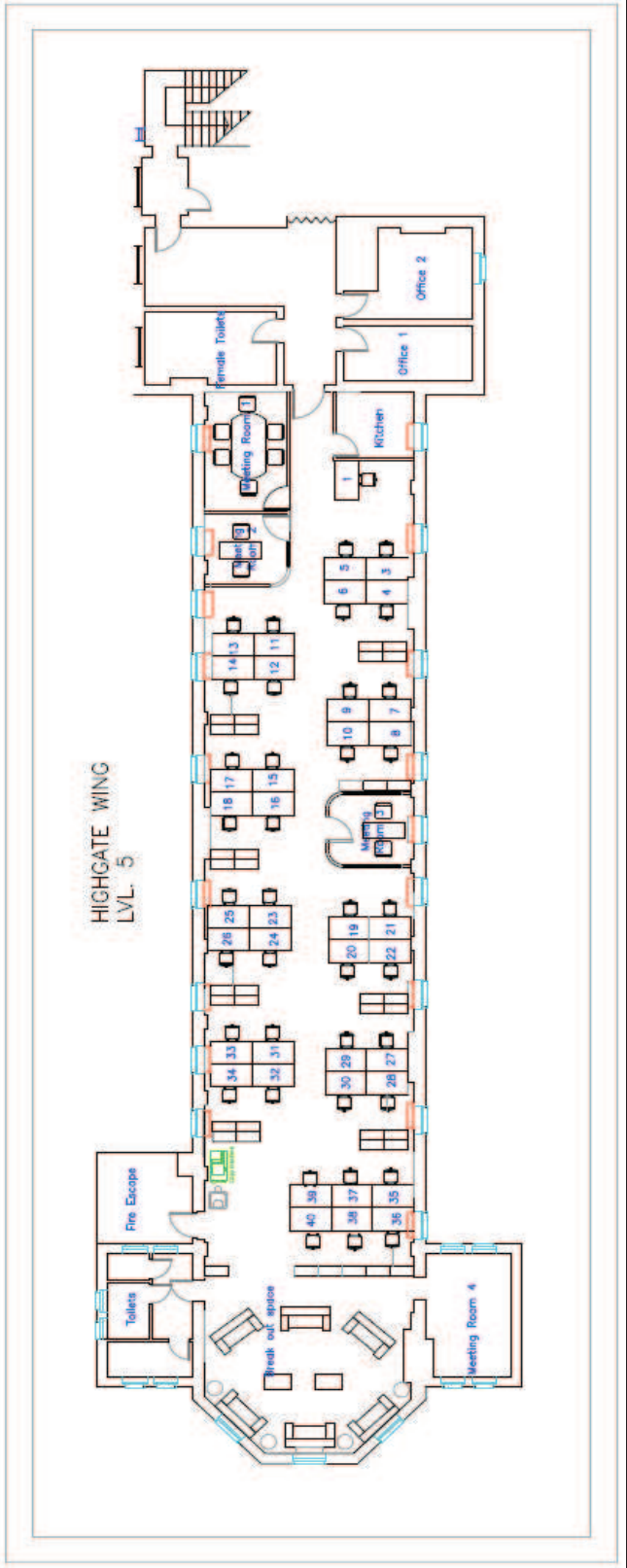
- 2) **General Working Principles**
- No paperwork or personal effects shall be left on a desk at the end of a working period. A small secure cabinet will be provided for the storage of personal effects, office stationery, equipment or files.
 - You will not have a permanent fixed desk. Desks will be arranged in team “clusters” You will use any desk available in your cluster (all desks are of a similar design and layout): this system is termed “flexible self addressing desking”.
 - At the beginning of the working period you will select a desk and “log in” to the PC. You will also log in to the telephone so that your calls and messages are diverted to you.
- 3) **Paperless Working**
- Whittington Health has resolved to move towards paperless working. This will need to be brought in over time and will be supported by the IT department. In the interim, wherever possible, paper will be reduced – “paper life”. To this end:
- Printers and copiers shall be minimised – centrally located multi function devices shall be implemented.
 - **Printing will be discouraged – only central waste and recycling bins shall be provided**
 - Storage facilities for printed medium will be minimised – electronic storage of data and records shall, where practical, be the default position.
- 4) **Technology** (this section will need to be completed by the IT dept)
- This initiative shall be supported by the IT department.
- For those staff that are required to work in various locations appropriate devices will be provided – subject to manager’s agreement.
 - Protocols will be established covering the electronic storage of records and data – minimising paper and printed medium.
 - Telephone systems will be reviewed to assess potential for harmonisation
 - Data bases will be reviewed to assess potential for harmonisation to facilitate flexible community based working
 - Electronic systems of data storage will be reviewed and rolled out to encourage paperless working.
- 5) **Mobile Working including from Home** (this section will need to be completed by the HR and IT departments)
- This initiative is supported by the Human Resources dept
- Where practical and congruent with business needs staff will generally be permitted to work from home one day per week. This would not be a right and would be subject to the manager’s discretion.
 - Appropriate devices will be provided where necessary to facilitate mobile working or working from home if the staff member has not or does not wish to use his/her own equipment.
 - Technological solutions to facilitate mobile and home working will be provided by the IT dept
 - The home worker themselves will be responsible for assessing their home workplace for compliance with relevant Health and Safety legislation. Appropriate training will be given.

Appendix 3: Site Specific Development Plan Information

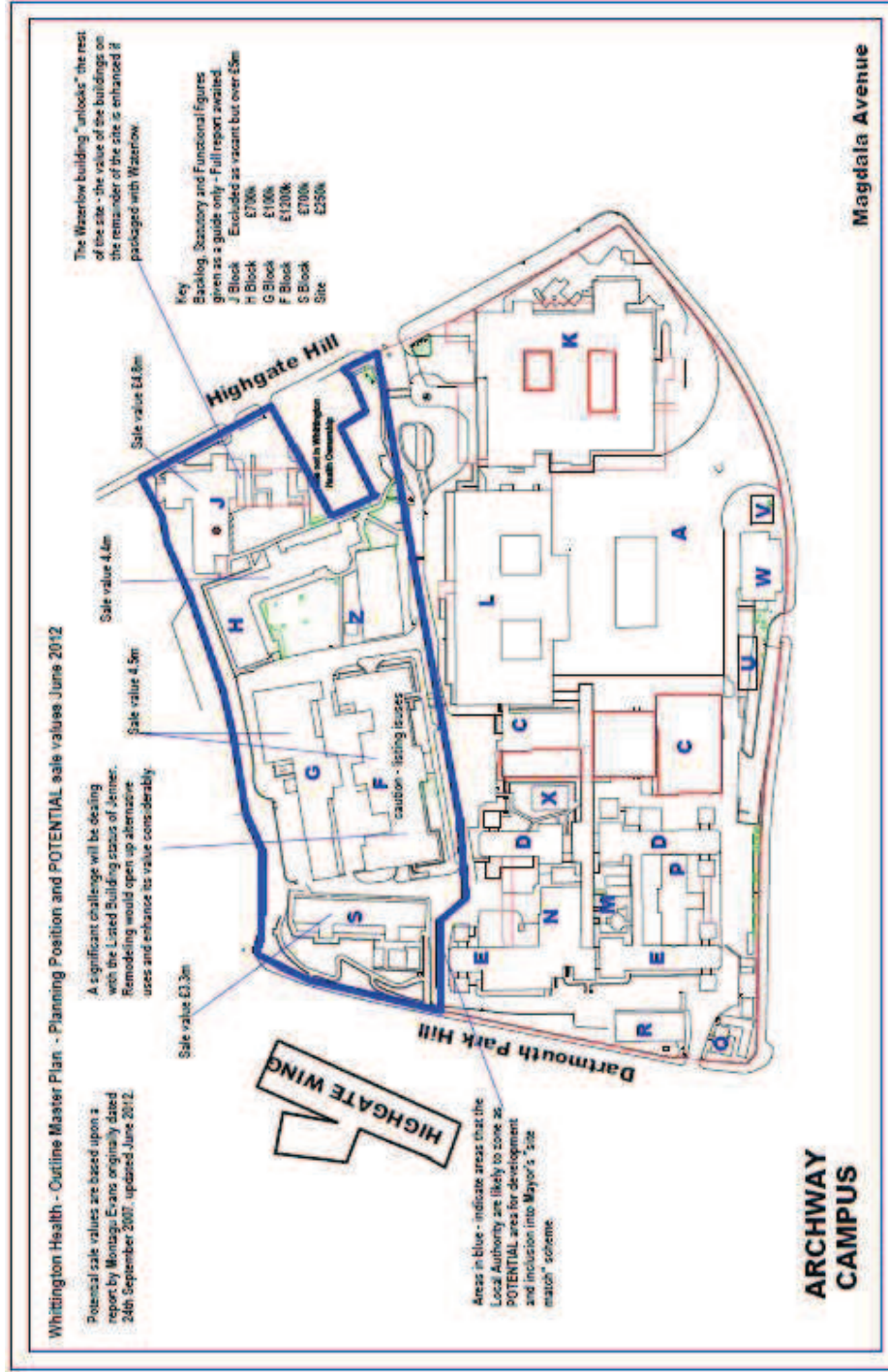
Appendix 3 Figure 3.1: SMART Worked layout of Goswell Road



Appendix 3 Figure 3.2: Draft “Smart Worked” floor plan of Highgate Wing



Appendix 3 Figure 3.3 – Planning and Potential Site Valuations – Whittington Hospital



Appendix 3 Figure 3.6: Base Financial Data as Proposed

Cost Analysis (Base Data Proposed)	Building/site area m2	Capital Charge (1) (k) Interest	Depreciation Total	Running Costs (k)	Net running cost p.a.(2)	Operating Cost p.a. (k)	Estimated capital Costs (k)	Capital cost m ² (£'s)
Build Boiler House development 4 floors	2080	121	376	270	at £270/m2	647	7280	3500
re plan Outpatients to create space for physiotherapy (4)	300	10	31	0	zero as no marginal increase	31	600	2000
Convert space K Wing Basement for physiotherapy	180	2	7	23	£120/m2 (marginal increase)	30	126	700
Convert wards to Offices	1876	25	78	244	£120/m2 (marginal increase)	321	1501	800
Convert level 5 HGW offices (4)	380	1	4	0	zero as no marginal increase	4	80	210
		158	491			1033	9587	7210
Totals								
						1033	17000	see note (3)
							7413	

Northern Strip Capital receipt

- (1) Capital charges assessed on additional marginal cost basis generally 3.5% of new capital investment and buildings depreciated over 60 years
- (2) Running costs are assessed as marginal over the existing costs where occupying existing buildings. Assume new builds have slightly lower running costs
- (3) Source Montagu Evans 24th September 2007 updated June 2012. values the northern strip at £17m
- (4) general costs of creating Ambulatory care taken under short term plan

Appendix 3 Figure 3.10: St Ann's Site Outline Development Plan

