

KENT AND MEDWAY JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

2 December 2021

East Kent Transformation Programme – update

Report from: **East Kent Transformation Programme**

Author: **Rachel Jones**
Executive Director of Strategy and Population Health
Kent and Medway Clinical Commissioning Group

Introduction

The purpose of this report is to provide an update to the Committee on the status of the East Kent Transformation Programme, led by Kent and Medway Clinical Commissioning Group (KMCCG) and East Kent Hospitals University NHS Foundation Trust (EKHUFT). JHOSC members received an update on the programme in March 2021 and since that time there have been developments to the national process for allocating capital funding for new hospitals under the Government's Health Infrastructure Plan (HIP)¹ and the New Hospitals Programme, that relate to the East Kent programme.

Background and context

Hospital services in east Kent need significant national investment to ensure we have three excellent hospitals providing the very best care for our communities. The East Kent Transformation Programme, led by local hospital doctors and GPs working with frontline staff, patients, the public and other stakeholders, has developed two options to deliver safe, high quality, sustainable hospital services for local people. Both options require approximately £460 million of central capital investment. They provide a once in a generation opportunity to make the changes needed to deliver the quality and consistency of health services that the people of east Kent need and deserve.

East Kent's clinical community and health and care leadership agree that either option would deliver significant improvements for local people compared to now. To date, both options have evaluated strongly, and both have pros and cons. No preferred option has been identified and no decision has been made as the current national process means formal public consultation cannot take place until a capital allocation for the programme has been identified. Local clinicians are united in their view that that the current situation is untenable, that no change is not an option and either option is better than the status quo. Key stakeholders, including MPs, councillors, voluntary and community sector groups and organisations, agree with this position and are supporting the need for significant investment in east Kent.

Current status of the East Kent Transformation programme

¹ The government's plan to deliver a long-term, rolling 5-year programme of investment in health infrastructure

The Pre-Consultation Business Case (PCBC), setting out the 'case for change' and detailed investment case for both options, was approved by Kent and Medway Clinical Commissioning Group's Governing Body and East Kent Hospitals University NHS Foundation Trust's Board in July 2021. In August, the document was reviewed as part of NHS England's Stage 2 Assurance process where it was successfully assessed against rigorous criteria for planning and delivering service change and reconfiguration. However, the programme cannot currently move forward to formal public consultation on the options until confirmation of approval of Treasury funding for the capital element of the programme is secured.

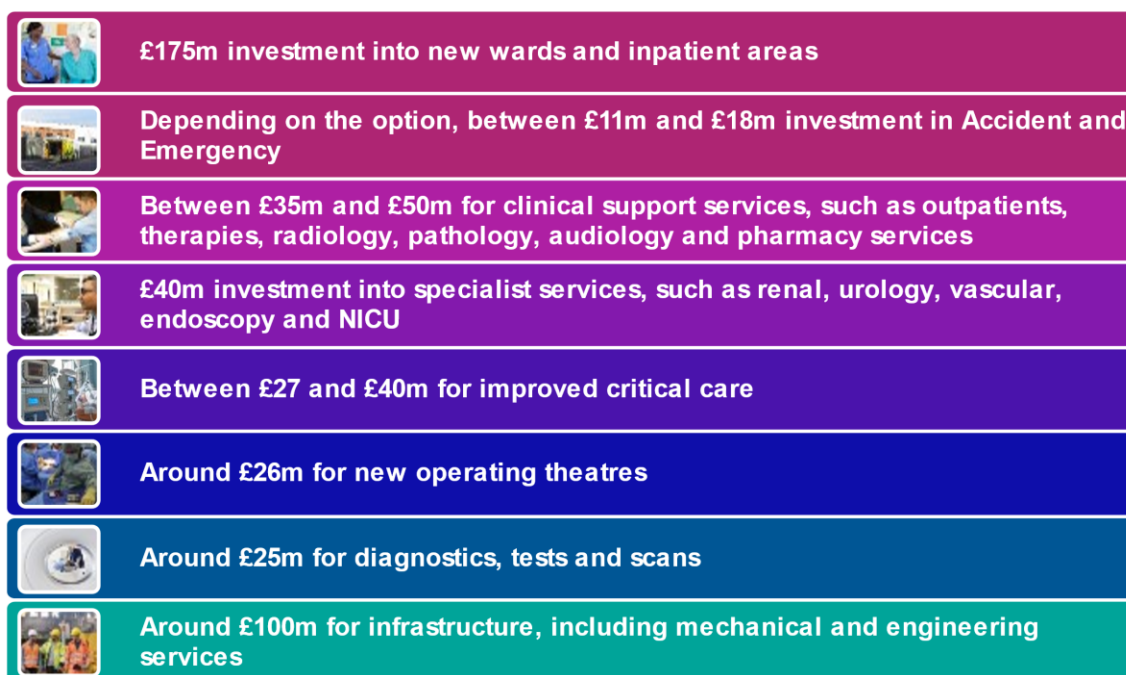
On 15th July 2021, the Department of Health and Social Care (DHSC) invited expressions of interest from NHS trusts who wish to be considered for inclusion in the next wave of the Health Infrastructure Plan (HIP). The process is aimed at identifying a further 8 new hospitals to add to the government's existing commitment to fund and build a total of 40 new hospitals in England by 2030. The expressions of interest (EOI) process stipulates that the submission must be trust-led (as capital would be allocated directly to the trust under this national scheme).

A robust EOI for the east Kent programme has been completed and submitted, seeking the capital required to deliver vital new hospital buildings and facilities for the people of east Kent. We now await feedback on our submission. The two options under consideration are:

- Option 1 – Major emergency centre with specialist services at William Harvey Hospital in Ashford, emergency centre at Queen Elizabeth The Queen Mother Hospital in Margate and an elective surgical centre with a 24/7 Urgent Treatment Centre at Kent & Canterbury Hospital in Canterbury
- Option 2 - Major emergency centre with specialist services at Kent & Canterbury Hospital, elective surgical centres with 24/7 Urgent Treatment Centres at William Harvey Hospital and Queen Elizabeth The Queen Mother Hospital

An overview of the breakdown of investment on hospital services is set out below.

What £460m means in service investment



1

Under either option, the investment would support improvement in a wide range of service areas including:

- New wards, operating theatres and inpatient areas
- Clinical support services such as outpatients, radiology, pathology, audiology and pharmacy services
- Specialist service investment in areas such as renal, urology, vascular, endoscopy and NICU (neonatal intensive care unit)
- Funding for diagnostics, tests, and scans and to support wider hospital infrastructure.

The East Kent Transformation Programme's EOI describes how the proposed scheme (under either option) supports the health and care system's strategic goals and will deliver significant benefits to patients, staff and the local community. Competition for hospital capital is high and we expect to be asked to provide further evidence in support of our bid over the coming months. It is anticipated that the decision on the final 8 hospitals to form part of the national programme will be announced in the spring of 2022.

Stakeholder support for the East Kent investment case

We continue to engage with stakeholders to demonstrate the depth and unity of stakeholder and community feeling about the need for the east Kent healthcare and hospitals investment case. The programme team has worked closely with a wide range of political, academic, health and care system and community stakeholders who support the consensus amongst clinicians and health and care leaders that either option would be significantly better than the status quo in terms of providing local people across the whole of east Kent with the high quality, sustainable hospital and healthcare services they need and deserve.

We place a high value on the support and advice of JHOSC members in helping us shape the East Kent Transformation Programme over the last five years and in making strong representation on behalf of east Kent residents. We appreciate that JHOSC members hold different views about the options, and we will make sure that our formal public consultation ensures that these views can be discussed and considered in detail. Before public consultation can happen, we appreciate JHOSC's support for the programme's investment case and will continue to update members about the progress of our EOI.

Recommendations

JHOSC members are asked to:

- Note the information provided in this update and to continue to work with KMCCG and the wider east Kent transformation programme to support our work for urgent significant investment in the east Kent health system.

Lead officer contact: Rachel Jones
Executive Director Strategy and Population Health
Kent and Medway Clinical Commissioning Group

Appendix A

Transforming east Kent's hospital services – our case for change

The NHS in Kent and Medway has been developing plans for major investment in east Kent's hospital-based services and to improve the way services are delivered at the three major hospitals in east Kent. Local doctors and other clinical leaders have worked together to create proposals to modernise outdated hospital buildings and to change the way that services are organised, which, if implemented will deliver significant improvements in health and care and allow the system to respond to changes in the way in which we treat people with serious illness. This work, known as the East Kent (EK) Transformation Programme, outlines an ambitious and exciting plan for east Kent, based on the vision set out in the national *NHS Long Term Plan*.

Hospitals in East Kent have been struggling for many years to provide services in the current configurations and are also trying to provide services from hospital buildings that are not fit for delivering modern healthcare and have reached the end of their useful life. The plans have been discussed with a wide range of stakeholders and, whilst there are differing views on the two current options (both have pros and cons and both would bring significant improvements for patients and NHS staff in east Kent), there is agreement that the current position is untenable. There is agreement we must now invest in east Kent hospital services to make them fit for the future and make improvements. The proposals have been developed from a compelling evidence base and will provide certainty for the future. There has been a lack of strategic and capital investment in acute services in east Kent over many years, which this work seeks to address.

An integral part of this work has been the development of a 'pre-consultation business case' or PCBC which contains all the evidence and data to support the options to be put forward for public consultation. Part of the process of getting to public consultation is through assurance where our regulators, NHS England and NHS Improvement (NHSEI), check whether the options for consultation meet key tests designed to make sure the options will deliver improvements for patients, and be a good use of public money. The programme has now completed this assurance process with our regulator, NHS England/Improvement confirming that the PCBC meets the key tests.

Along with assuring the PCBC, securing a commitment of capital is a critical requirement for the progression of the east Kent transformation work, and we require an agreement of Treasury funding – around £460million - before we can proceed to formal public consultation.

Our investment case

There is a compelling case for investment in and, re-organisation of, our hospital services within East Kent Hospitals University NHS Foundation Trust (EKHUFT).

The work on the East Kent Transformation Programme to date, led by doctors and other clinical leaders, has resulted in a shortlist of two potential options for investing in hospital services. Both options would improve outcomes and patient experience and make sure services are safe, high

quality and sustainable for the long-term for the people of east Kent. Both options will deliver significant improvements to the current position and to patient care.

Not having this investment in east Kent and not delivering either option in east Kent will mean:

- our backlog maintenance requirements in East Kent Hospitals will rise to unprecedented levels over the next five years and we will continue to work out of buildings that have come to the end of their useful life;
- 78% of our buildings will continue to need significant investment to meet modern standards and it will cost at least £121m just to catch up with basic maintenance required on the buildings, now;
- a loss of up to £600m of economic impact to east Kent's businesses; and,
- the opportunity to create up to 400 jobs (up to 7,800 'job years'²) across east Kent will be lost.

Most importantly, for patients:

- more than half our beds will still be provided in old fashioned 'nightingale' wards with less than 8% of beds (80 beds) being single rooms;
- East Kent Hospitals University NHS Trust will lose the opportunity of developing over 570 ensuite rooms and bays, directly impacting on its ability to manage infection effectively;
- more than 1,200 inpatients will continue to be transferred between our hospitals each year, to get access from more than one specialist team, currently working from different sites;
- just 15% of the communal areas in our hospitals will meet the requirements of frail and disabled people; and
- only 9 of the 36 'expected' national clinical standards would be met in east Kent.

Securing capital funding for these changes is critically important given the challenges the system faces. We must have national capital funding identified to be able to move forward to formal public consultation and to then implement our improvement plans.

Developing our pre-consultation business case (PCBC)

The PCBC for investment in east Kent hospitals is the result of extensive work over the last five years by clinicians and leaders from across the NHS and social care in east Kent. All major providers and the local authority have contributed to its development with local clinical commissioners. Extensive engagement with colleagues, patients, carers, Healthwatch and other patient representative groups, the public and other stakeholders has guided and informed this work.

² Job years turns different jobs into a single metric i.e. a construction job would only be available in east Kent for 9 years, whereas a job in the NHS would be available for 35 years.

This PCBC is a comprehensive technical and analytical document that will provide the information and evidence to support NHS Kent and Medway Clinical Commissioning Group (CCG)³ to assess and decide to consult on the options it presents for investing in and changing how acute hospital services are organised in east Kent. It sets out in detail the case for change; the proposed new clinical models of care that will help meet the challenges and opportunities described in the case for change; the robust process undertaken to develop options for how those clinical models may be delivered and to identify, assess and evaluate the proposals for change; the final set of proposals and the benefits we expect from them; and the assurance process, including the evidence for meeting the Government's 'five tests' for reconfiguration of health services.

The scope of the PCBC covers investment in all three acute hospital sites in east Kent (the Kent and Canterbury Hospital, the William Harvey Hospital, and the Queen Elizabeth Queen Mother Hospital) and looks at better ways of organising and delivering the following hospital services in east Kent:

- urgent and emergency care services
- specialist inpatient services (including those provided for a wider population beyond east Kent)
- paediatrics
- maternity
- planned care.

Services currently located at Royal Victoria Hospital and Buckland Hospital are outside of the scope of the PCBC.

³ Modelling for our PCBC was undertaken before 1 April 2020 when the four east Kent clinical commissioning groups were replaced by a single clinical commissioning group (CCG) for Kent and Medway. Data is therefore broken down to show the picture for each of the four former clinical commissioning groups: NHS Ashford CCG, NHS Canterbury and Coastal CCG, NHS South Kent Coast CCG and NHS Thanet CCG.