GIG CYMRU NHS WALES

Bwrdd Iechyd Hywel Dda Health Board

View from Dawdon Road2 proposed building typology

Information Pack

Bronglais Front of House Scheme

March 2011

Bwrdd Iechyd Hywel Dda yw enw gweithredol Bwrdd Iechyd Lleol Hywel Dda

Hywel Dda Health Board is the operational name of Hywel Dda Local Health Board

Calon Iechyd Lleol

The Heart of Local Health

Introduction

Hywel Dda Health Board is delighted to present you with information about our biggest capital development.

The complete Front of House scheme for Bronglais Hospital including enabling works totals more than £38million of investment directly into Ceredigion healthcare.

The planning team has been keen to develop a facility that not only meets the needs of today's community but caters for the needs of the community in 20 years time.

The final plans include:

- New emergency department, clinical decisions unit, and GP out-of-hours services – speeding up access to treatment and reducing inappropriate hospital admissions;
- Purpose-built day surgery unit, incorporating two day case theatres;
- New short-stay surgical ward;
- New maternity unit, including relocating antenatal and paediatric clinics;
- Refurbish existing accommodation to relocate pathology services to establish an integrated blood sciences department to improve turnaround times; and,
- Refurbishment of the main theatre suite.

Work to demolish old workshops and stores and the development of a new multi-storey car park and off-site car park has been completed to pave the way for the major improvements.

Construction work on the new build is expected to begin in the spring.

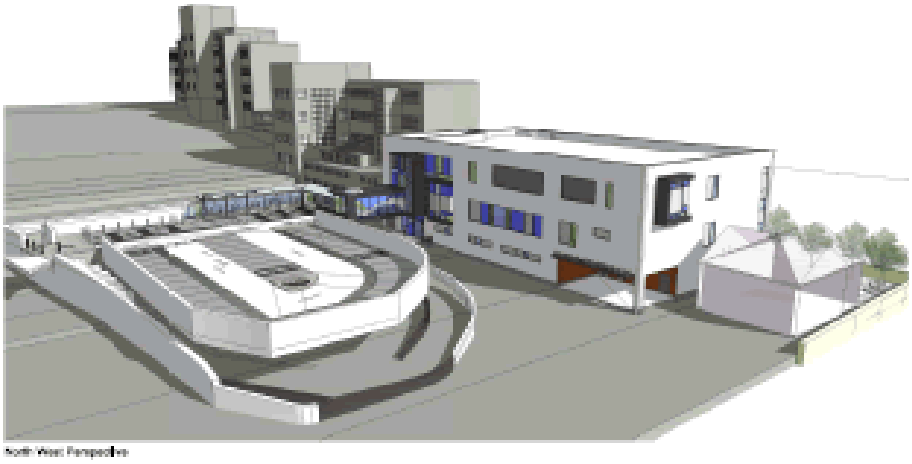
This is wonderful news for the people of Ceredigion, South Gwynedd and North Powys. This significant funding approval made by Welsh Assembly Government secures the future of Bronglais as a District General Hospital.

I hope this will reassure the public about our commitment to ongoing investment into the future of health and social services in Ceredigion.

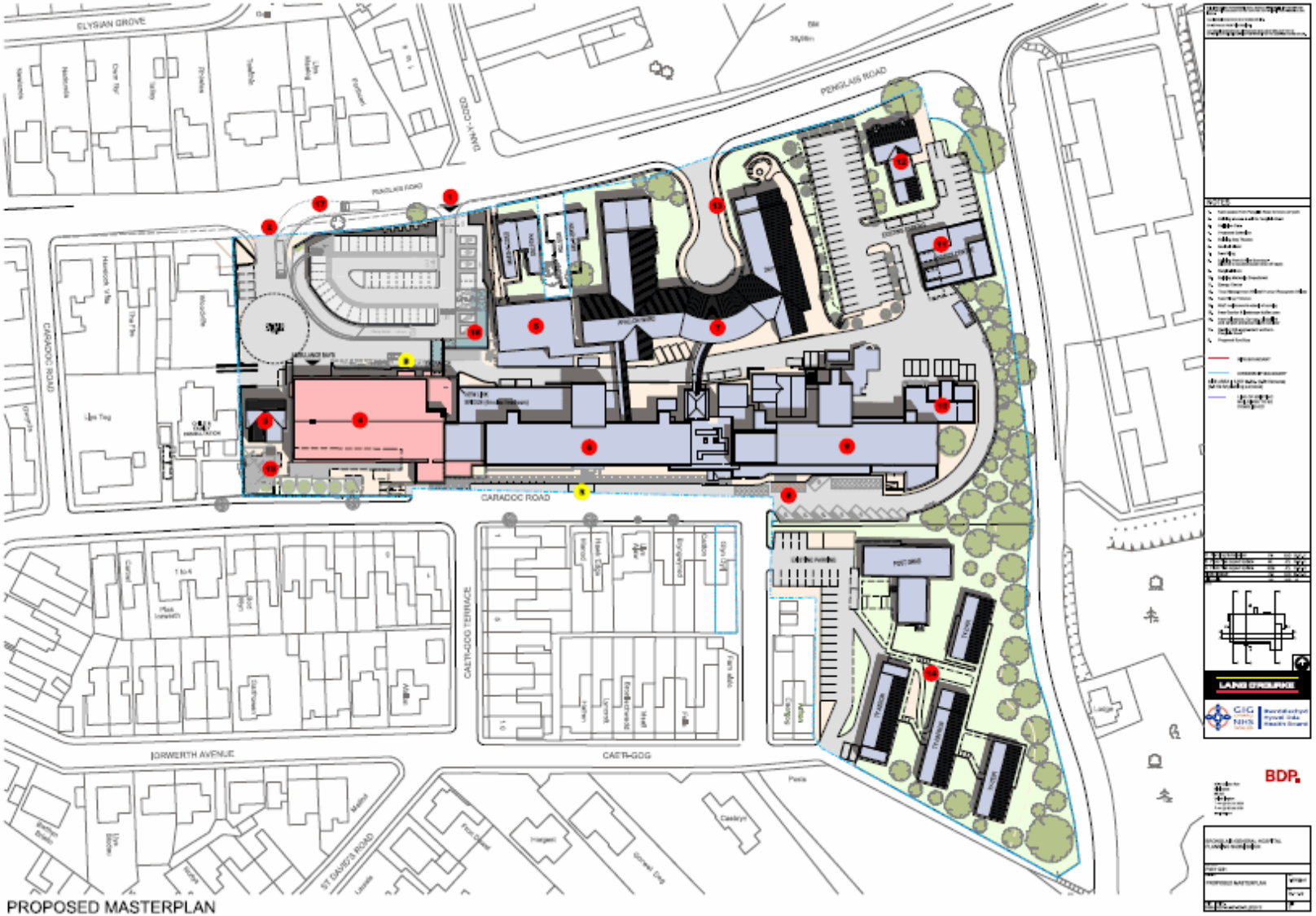
Chris Martin
Chairman of Hywel Dda Health Board

Artist impressions of new Front of House

View from Canadian Road: proposed building typology



North West Perspective



PROPOSED MASTERPLAN

How the Front of House Scheme has evolved.....

Original Scheme Pre May 2010

- Emergency Unit
- Clinical Decisions Unit
- New Build Main Theatres
- New Build Maternity
- Outpatients Development
- Integrated Pathology Services
- Onsite 2 Storey Car Park

May 2010

- Emergency Unit
- Clinical Decisions Unit
- Refurbished Main Theatres
- Refurbished Maternity
- Outpatients Development
- Pathology Refurbishment
- Onsite 2 Storey Car Park
- New Build Day Surgery Unit including two new theatres
- Offsite Staff Car Park

March 2011

- Emergency Unit
- Clinical Decisions Unit
- Refurbished Main Theatres
- New Maternity Department
- Outpatients Development
- Integrated Pathology Services
- Onsite 2 Storey Car Park
- New Build Day Surgery Unit including two new theatres
- Offsite Staff Car Park
- Short Stay Surgical/Gynae Ward Facilities
- X-Ray Room in A&E
- Dedicated Paediatric Facilities in Emergency Unit

The final approved Front of House scheme has built upon the original outline scheme and includes many additional features, not included originally, as the above schematic illustrates.

What has happened so far …..

Major development schemes such as Front of House are complicated and are developed and refined over a period of time during the planning stages by clinicians and health professionals.

The original outline scheme was reviewed in May 2010 because it was outdated and needed to be clinically re-assessed to ensure it was safe and fit for purpose in the light of modern healthcare developments. The final approved scheme has made significant improvements to the original outline plan and provided more facilities and services and better value for money.

- Since the review in May 2010, The Health Board has sought to provide the Front of House scheme and a development in Aberaeron.
- £45.8 million has been included in Welsh Assembly Government Capital Spending plans for these projects.
- The £38m funding from Welsh Assembly Government is the first part of that £45.8million modernisation programme for hospital and community buildings in Ceredigion.
- The Health Board has agreed with Welsh Assembly Government that the remaining funding can be invested in other facilities in Ceredigion to support Bronglais. This funding is in Welsh Assembly Government Capital Spending plans and the Health Board is developing a further business case for the Aberaeron development.
- The £38million includes funding for a new emergency department, clinical decisions unit, and GP out-of-hours services, purpose-built day surgery unit, incorporating two new day case operating theatres, new short-stay surgical ward, new maternity unit including relocating antenatal and paediatric clinics, refurbishing and relocating pathology services and refurbishing the main theatres in their current location.
- Approval of this £38m in funding means construction work can now begin in May 2011.
- The new build element will be undertaken first and will take two years before being brought into use for the refurbishment work to take place.
- As the project progresses, we will look at further refurbishments needed to ensure that the hospital meets the future needs of Ceredigion, North Powys and South Gwynedd and will secure the necessary funding.

As part of the enabling works for the Front of House scheme, a new car park has been built at Bronglais Hospital. The top deck links directly into the first floor entrance of the new development and this will become the main entrance for the Hospital. Originally it was not intended to fully use the new car park until the Front of House development was completed. However, because of the limited car parking spaces available at Bronglais Hospital, the Health Board decided to maximise the use of the new car park immediately in order that patients and visitors can receive the benefit of this new development.

Phases of the Front of House Scheme

Phase 1 – Commencement of new build – foundation and frame

Phase 2 – Start and complete outpatients refurbishment

Phase 3 – Completion of new building, new Accident and Emergency Department and day surgery open, start refurbishment of maternity ward and existing Accident and Emergency department

Phase 4 – Completion of maternity refurbishment, start of pathology refurbishment

Phase 5 – Completion of pathology refurbishment, start of creation of Ante Natal and Paediatric Department

Phase 6 – Completion of Ante Natal and Paediatric Department

Further information about each phase will be provided as the scheme progresses.

What about other developments in health care in Ceredigion?

Hywel Dda Health Board has made a commitment, as part of its Five Year Framework document, to provide the right care at the right time in the right place … every time. In Ceredigion this means where appropriate providing care closer to people's homes.

Hywel Dda Health Board is developing business cases to improve health and social services in West Wales including plans for:

- Development of a new hospital in Cardigan;
- Developing an integrated health and social care facility in Aberaeron to replace Aberaeron Hospital. Plans for this project will be submitted to Welsh Assembly Government once finalised; and,
- Plans are progressing on the development of a new health and social care facility in Tregaron.

These developments represent a bright future for healthcare for the people of Ceredigion.

Front of House Q&A

1. Why has £45.8 million been included in Welsh Assembly Government Capital Spending when the Front of House will only cost £38 million?

Hywel Dda Health Board has received confirmation that the Welsh Assembly Government has approved £38million of investment into Bronglais Hospital's front of house scheme, with a further £7.8m ring-fenced for other community facilities to support the hospital including Aberaeron.

2) When will building work begin?

Construction work will begin in May 2011 and once the new build is complete, refurbishment work elsewhere in the hospital will then commence.

As part of the enabling works, a new car park has been built at Bronglais Hospital and was completed in February 2011. The top deck will link directly into the first floor entrance of the new development and this will become the main entrance for the Hospital. Because of the limited car parking spaces the Health Board decided to maximise the use of the new car park immediately in order that patients and visitors can receive the benefit of this new development.

3) When will the building work be completed?

The scheme will be completed in 6 phases:

Phase 1 – Commencement of new build – foundation and frame

Phase 2 – Start and complete outpatients refurbishment, refurbishment of main theatres and creation of Short Stay Surgical/Gynaecology ward

Phase 3 – Completion of new building, new Accident and Emergency Department and day surgery open, start refurbishment of maternity ward and existing Accident and Emergency department

Phase 4 – Completion of maternity refurbishment, start of pathology refurbishment

Phase 5 – Completion of pathology refurbishment, start of creation of Ante Natal and Paediatric Department

Phase 6 – Completion of Ante Natal and Paediatric Outpatients Department

Further information about each phase will be provided as the scheme progresses.

The expected time frame for the building work and refurbishment is four years and seven months.

4) What will the Front of House contain?

A new accident and emergency department, clinical decisions unit, and GP out-of-hours services, purpose-built day surgery unit, incorporating two new day case operating theatres, short-stay surgical ward, relocated maternity unit including antenatal and paediatric clinics, refurbishing and relocating pathology services and a minor refurbishment of the main theatres in their current location.

5) What are the benefits of the revised Front of House scheme?

Patients will benefit from new services and improved fit for purpose accommodation. The revised scheme includes a new accident and emergency department, clinical decisions unit, and GP out-of-hours services, purpose-built day surgery unit, incorporating two new day case operating theatres, short-stay surgical ward, relocated maternity unit including antenatal and paediatric clinics, refurbishing and relocating pathology services and a refurbishment of the main theatres in their current location.

These services will not only benefit patients, who will have access to the most modern healthcare, equipment and procedures, but will also ease pressure on existing hospital wards, reducing admissions by up to 30 per cent.

The revised scheme, also allows for greater opportunity for development of outpatient clinics in community settings, such as at the planned Integrated Aberaeron Resource Centre, in addition to those provided at Bronglais, benefiting patients through-out Ceredigion.

6) Why were the plans changed in 2010?

The original outline scheme was reviewed in May 2010 by the Board and clinically re-assessed to ensure it was safe and fit for purpose in the light of modern healthcare developments. The final approved scheme has made significant improvements to the original outline plan and provides more facilities and services for example the creation of a purpose-built day surgery unit and short stay surgical ward. The redesign was also more cost effective and released funding for other facilities within the community from the money allocated to Front of House.

7) How has the scheme changed?

Please see table on page 5.

In addition to this once the new build is complete, refurbishment work elsewhere in the hospital will then commence and the revised scheme changes locations for some departments on the Bronglais hospital site. We will then look at any further work needed to ensure the hospital meets the future needs of the area and to secure the necessary funding. The business case for the full refurbishment of main inpatient theatres will be developed in line with future needs and circumstances.

8) Who decided that the plans needed to be updated?

As with any major programme, reviews are an essential element of a project as they are developed. In relation to FoH the original scheme was developed in 2006 and health care has moved on since then.

From the review it was clear that the original scheme was not providing either best value for money or the most coherent clinical solutions.

The Health Board worked with the clinical teams in the Hospital and reviewed the scheme in May 2010.

9) What Clinical Engagement has there been?

For the Front of House Scheme clinicians have been involved throughout - both as part of the Project Management Group and in providing input into the design.

In terms of our wider services strategy we have given all our key clinical staff the opportunity to shape the future.

We do not as yet have any detailed plans for services across Hywel Dda but we are clear that this work needs to be led by our clinical teams. As a result we are in the middle of a series of events across a whole range of clinical specialisations asking medical staff to look at the options for the healthcare system across Hywel Dda.

So far we have held events across the whole range of clinical specialisations - for both acute and primary/community services. All the events have been attended by specialist hospital Consultants and Doctors, GPs, nurses, midwives and other clinical staff.

Between now and June, these teams will look at the whole healthcare system. They will consider which services could be delivered outside of hospital and what hospital services could look like across the whole of the Hywel Dda area.

Only when we are clear that our Clinicians feel that the right solutions have been identified will any concrete proposals relating to acute and secondary care be put forward and more detailed engagement undertaken. If formal consultation is required we will undertake this in line with our statutory duties.

10) How will this scheme affect the number of beds in Bronglais Hospital?

There will be no reduction in beds as part of this revised scheme, indeed the new Clinical Decisions Unit should reduce unnecessary hospital admissions by 30 per cent, freeing up capacity to care for more people awaiting treatment and thus reducing waiting lists.

It is envisaged that the new CDU, along with the Day Surgery Unit, will allow the Health Board to increase activity levels, providing more and better healthcare to the local population.

With the health board's five year framework of right care, right time, right place – every time we also aim to work with our partners such as local authorities to provide more care closer to people's homes, this again will reduce the demand on hospital beds.

The new scheme will also increase day cases by an anticipated 22 per cent, reduce excess bed days by approximately 30 per cent, increase theatre efficiency by 14 per cent and reduce avoidable admissions by 25 per cent.

11) What about theatres?

There are currently three main theatres within Bronglais Hospital. The FoH scheme will include two new theatres as well as refurbishing two of the main theatres resulting in greater theatre capacity in the hospital than originally planned.

This combined investment of the new build day surgery and refurbishment of main theatres will enable the health board to meet national access targets, improve access for emergency care, maintain targets for grade one caesareans reduce the percentage of cancelled operations and achieve 75 per cent day surgery rates and 85 per cent theatre usage.

The new build element of the Front of House scheme will take approximately two years before being brought into use for the refurbishment work to take place.

As the Front of House project progresses, we will continue to assess if further refurbishments are needed to ensure that the hospital meets the future needs of Ceredigion, North Powys and South Gwynedd.

12) How will the Front of House save the Health Board money?

The Front of House scheme will assist the Health Board to deliver efficient and cost effective health services, by ensuring services are provided within fit for purpose facilities that meet modern day standards.

By having a purpose built day surgery unit we will be able to ensure that patients flow through the hospital in a better way reducing lengths of stay and ensuring other beds within the hospital are not occupied by those patients who only require day surgery

13) Will other wards close as a result of the Front of House scheme?

There will be no reduction in service as a result of the scheme but services, wards and staffing requirements will change over time to meet demand, new standards and requirements.

14) Is this about centralising services in Carmarthen?

This is about providing the safest and best improvements for the people of Ceredigion at Bronglais District General Hospital. The Front of House Scheme is providing **more** facilities within the hospital not less and secures the future of the hospital to provide the relevant care for the people of Ceredigion, South Gwynedd and North Powys.

15) How will the elections in May 2011 affect the plans?

£45.8 million has been included in Welsh Assembly Government Capital Spending plans for these projects. The £38m funding from Welsh Assembly Government is the first part of that modernisation programme for hospital and community buildings in Ceredigion.

The Health Board has agreed with the Welsh Assembly Government that the remaining funding can be invested in other facilities in the community to support Bronglais.

16) Is it true the board spent £2.62million on four car parking spaces?

No. The £2.62m has been used for a wide range of enabling works, including demolition, major re-engineering, cable and utility re-routing, road access and service works, as well as for construction costing approximately £1.3m (including an off site car park). The money for these enabling works has come from Welsh Assembly Government capital funds which cannot be used on frontline services.

Car parking has historically been difficult on the Bronglais site. The new decked facility created space for the new build to proceed as well as provide a significant improvement in on-site parking which will benefit patients and families. The car park will be an integral part of the revised scheme with the hospital main entrance and reception being accessed from the decked area.

17) Will the cost of the front of house scheme rise?

No the health board has entered into an agreement with the contractors to provide the front of house scheme for the £38million allocated from the Welsh Assembly Government.

18) Are staff jobs safe?

At this time, it is not the policy of the Health Board to make compulsory redundancies.

As our vision for more care outside of the hospital environment is rolled out there are likely to be opportunities for staff in terms of new roles, expanded roles, cross professional and innovative ways of working, as we rebalance the workforce shifting care to community settings.

19) What is the difference between Welsh Assembly Government capital funding and the Health Board's budget?

Capital funding is held by WAG and is allocated across Wales for major building schemes. The Health Board is required to bid for funding from WAG and must spend any allocated on specific works.

The revenue funding allocated to the Health Board to spend on healthcare services (our revenue) will not be increased over the next three years and we therefore have to make efficiency savings of approximately £150million over this time to effectively maintain current service provision.

This will clearly place significant pressure on all our services so we need to look at all areas of healthcare and find ways of being more efficient and effective.

As a newly developed organisation, we see this as an opportunity to develop a better and more sustainable health service for our local population, with a focus on delivery of care as close to individual's homes as possible. Previous consultations with local people have shown us that there was over-whelming support for better community health services and services delivered closer to people's homes – namely right time, right care, right place – every time

Revenue budgets however are separate from capital projects which are funded by WAG although the running costs for the new building will need to be met from the health board budget.

20) What do you mean by right care, right place, right time – every time?

The health board is seeking to provide in prevention of long term illnesses and chronic diseases more care and treatment at home, in GP Practices and in the community and invest in prevention and treatment of long term illness.

The health board will provide a greater focus on quality, safety and improving outcomes for our patients and ensure we have a flexible, skilled and motivated workforce equipped for delivering a world class health system.

This will mean:

- More care at home
- Diagnostics and outpatient appointments in community hubs not hospitals
- Patient-centred care and Chronic Disease Management – integrated community support services (health and social care) outside of hospital
- Investment in Community Resource Centres – less need for attendance at hospital

21) Is the future of health care in Ceredigion bright?

This major investment is the biggest capital project in the Hywel Dda Health Board area and should put an end to suggestions of disinvestment, loss of services or the hospital being under threat.

Work is also ongoing on the development of a new hospital in Cardigan and new health and social care facilities in Tregaron and Aberaeron.

All of this adds up to a very bright future for healthcare in the area.