

## **North Yorkshire County Council Scrutiny of Health Committee**

### **York Teaching Hospital NHS Foundation Trust – Wave 4 Capital Development (UEC, Critical Care & Critical Engineering Infrastructure) at Scarborough Hospital**

#### **1. Purpose of Paper**

The purpose of this paper is to summarise the progress that has been made in the reporting period by York Teaching Hospital NHS Foundation Trust with the project to develop new urgent, emergency and critical care facilities at Scarborough Hospital and essential site engineering infrastructure upgrade work.

#### **2. Project Background**

The Trust's Wave 4 Capital Investment Project is driven by the need to deliver new accommodation to facilitate the introduction of the Acute Medical Model ('AMM') for emergency and urgent care services at Scarborough Hospital. The proposed development aims to achieve co-location of urgent, emergency, assessment and critical care services into purpose-built facilities, ensuring those facilities are suitable to meet the current and future needs of the changing urgent, emergency and critical care pathways. This will facilitate workforce efficiencies and delivery of a service model that is both responsive to need and resilient to increasing levels of activity. The strategic case for change is underpinned by a review of the east coast services provided by the Trust undertaken in 2018-19, which was a tripartite review commissioned by the Trust, the Humber, Coast and Vale Integrated Care System and the NHS Scarborough and Ryedale Clinical Commissioning Group.

The urgent, emergency and critical care facilities outlined above cannot be developed at Scarborough Hospital without the delivery of essential engineering infrastructure upgrade work that is required not only to support the operation of this new capital build but also the longer-term Site Development Plan ('SDP') for the hospital. Hence, there is a substantial element of engineering infrastructure upgrade work identified as being essential to the delivery of the project.

Due to the scale and value of the scheme, the project must adhere to the HM Treasury and NHS England/Improvement Business Case guidelines and processes. These processes require three business cases – Strategic Outline Case ('SOC'), Outline Business Case ('OBC') and Full Business Case ('FBC') – sequentially and with Trust Board and NHS England/Improvement ('NHSEI') and Department of Health and Social Care ('DHSC') approvals at each stage. Each business case is comprised of 5 elements.

- The Strategic dimension sets out the rationale and case for change including objectives and expected outcomes.
- The Economic dimension describes the social value of the scheme compared to Business as Usual.
- The Commercial dimension answers the procurement and commercial aspects of the scheme.

- The Financial dimension assesses the impact on the capital and revenue budget.
- The Management dimension deals with the planning and practical arrangements for implementation of the project.

### **3. OBC Submission and Approval**

At the time of the last update to the Scrutiny of Health Committee in September 2020, the project had already received approval for its SOC and intensive work had been ongoing for approximately 9 months on the OBC. Subsequently, the OBC received Trust Board approval on 25th November 2020. The OBC was then presented to the NHSEI / DHSC Panel at the start of December 2020 for review and feedback. A substantial amount of work has been undertaken by the project team between December 2020 and February this year to deal with detailed queries and requests for additional information from the DHSC and NHSI to ensure that the Outline Business Case ('OBC') was ready for submission to the Joint Investment Committee for final approval. This has been a very time consuming and labour-intensive process: in excess of 145 separate queries have been received and dealt with, a number of panel review meetings with NHSI and DHSC colleagues have been attended and a range of improvements and clarifications have been made to elements of the OBC to ensure it receives approval from DHSC. All outstanding queries were dealt with in time for the OBC to be submitted to the Joint Investment Committee for approval at its February 2021 meeting. Overall, the challenge and confirm process of responding to the OBC queries has been a positive and productive process and it is hoped that it will serve the project well during the preparation and submission of the Full Business Case ('FBC') later this year. Approval of the OBC by the Joint Investment Committee is expected imminently.

The conclusion of the OBC is that there are two options remaining under consideration by the project as the FBC stage commences. These two options are described in detail within the OBC but can be summarised as follows.

#### ***Preferred Option No 1 - 'Do Intermediate Plus (+)' (£47m)***

- Three-storey right-sized accommodation for the:
  - Urgent and Emergency Care facilities (ground floor)
  - Level 1,2 & 3 Critical Care Unit (first floor)
  - Plant floor (second floor)
- Sufficient essential only site-wide engineering Infrastructure support the capital build and future Site Development Plan
  - HV/LV Upgrade and Extension,
  - Re-provision of car parking spaces,
  - Steam,
  - Water storage tank.

#### ***Preferred Option No 2 - 'Do Intermediate' Option (£40m)***

- Three-storey right-sized accommodation for the:
  - Urgent and Emergency Care facilities (ground floor),
  - Fallow floor to provide future Level 1,2 & 3 Critical Care (first floor),
  - Plant floor (second floor).

- Sufficient essential only site wide engineering Infrastructure support the capital build and future Site Development Plan, including:
  - HV/LV Upgrade and Extension,
  - Re-provision of car parking spaces,
  - Steam,
  - Water storage tank.

#### **4. Project Programme**

Since the last project update to the Scrutiny of Health Committee in September 2020, the project team has appointed a Principal Supply Chain Partner via the DHSC's construction procurement framework to provide the integrated design and construction services required to deliver the project. The successful company that was appointed is called Integrated Health Projects, which is a joint venture between two very large and capable construction companies – Vinci and Sir Robert McAlpine. The project team is currently working very hard with the Integrated Health Projects team to complete the FBC as well as the corresponding Royal Institute of British Architects ('RIBA') Plan of Work Stages 3 and 4 for construction project work.

Overall, the project remains on track against a challenging / stretch programme that has the following key milestones:

- FBC submission to the Trust Board for approval by the end of August 2021,
- Subject to Trust Board approval, the FBC will be forwarded to NHSEI / DHSC at the start of September 2021 for review and approval,
- Construction commencing towards the end of 2021 / start of 2022 (with a circa 24-month construction programme),
- Construction completion in towards the end of 2023, and
- Commissioning and building go-live at the start of 2024.

This programme shows a substantial improvement on the original forecast for the project but the project team is absolutely committed to exploring all reasonable opportunities for further programme betterment.

#### **5. Recommendation**

The Scrutiny of Health Committee is asked to note the progress, as set out in this paper, with the major project at Scarborough Hospital that has been made since its last update. The Trust is committed to keeping the Scrutiny of Health Committee engaged with the project and updated on progress throughout the remainder of the programme.

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York Teaching Hospital Facilities Management LLP on behalf of York Teaching Hospital NHS Foundation Trust.