

**TRUST BOARD MEETING – 18<sup>th</sup> December 2013**  
**MOUNT VERNON 2015 - UPDATE**

<b>PURPOSE</b>	To provide the Board with an update on the progress towards delivering the redevelopment of the Mount Vernon Cancer Centre including the proposed site redevelopment strategy following the mini Board to Board meeting on 3 <sup>rd</sup> December 2013.
<b>PREVIOUSLY CONSIDERED BY</b>	
<b>Objective(s) to which issue relates *</b>	<input checked="" type="checkbox"/> 1. To continuously improve the quality of our services in order to provide the best care and optimise health outcomes for each and every individual accessing the Trust's services <input type="checkbox"/> 2. To excel at customer service, achieving outstanding levels of communication and patient, carer and GP satisfaction <input type="checkbox"/> 3. To provide and support the best standards of integrated care for the elderly and those with long term conditions by developing key partnerships and services <input type="checkbox"/> 4. To consolidate services and enhance local access to specialist services in order to deliver high quality, safe, seamless, innovative and integrated services which are sustainable <input checked="" type="checkbox"/> 5. To support the continued development of the Mount Vernon Cancer Centre and provision of leading local and tertiary cancer services <input type="checkbox"/> 6. To improve our staff engagement and organisational culture to be amongst the best nationally
<b>Risk Issues</b> (Quality, safety, financial, HR, legal issues, equality issues)	Site services infrastructure and business continuity Failure to achieve statutory compliance Failure to provide a suitable environment for clinical care
<b>Healthcare/ National Policy</b> (includes CQC/Monitor)	CQC compliance
<b>CRR/Board Assurance Framework *</b>	<input checked="" type="checkbox"/> <b>Corporate Risk Register</b> <span style="margin-left: 200px;"><input type="checkbox"/> <b>BAF</b></span>
<b>ACTION REQUIRED *</b>	
For approval	<input type="checkbox"/>
For discussion	<input type="checkbox"/>
For decision	<input type="checkbox"/>
For information	<input checked="" type="checkbox"/>
<b>DIRECTOR:</b>	Director of Strategic Development
<b>PRESENTED BY:</b>	Director of Strategic Development
<b>AUTHOR:</b>	Assistant Director Hospital Project Team
<b>DATE:</b>	11 <sup>th</sup> December 2013

**We put our patients first    We work as a team    We value everybody    We are open and honest**  
**We strive for excellence and continuous improvement**

\* tick applicable box



## **MOUNT VERNON 2015 - UPDATE**

### **1. PURPOSE**

- 1.1 The purpose of this paper is to provide the Trust Board with an update on progress on the Mount Vernon site redevelopment programme since October 2013.
- 1.2 Since October 2013 the Trust has received and considered a counter proposal from The Hillingdon Hospitals Trust (THHFT) which was prepared in response to the Trust site redevelopment strategy for cancer services on the Mount Vernon site which was shared with THHFT in September 2013.
- 1.3 The Trust proposal sought to address both organisations shared strategic objectives to:
- Reduce the running costs of the Mount Vernon site
  - Maintain THHFT clinical service delivery through key assets e.g. the Treatment Centre
  - Allow THHFT to dispose of surplus land to recoup the Treatment Centre investment
  - Enable ENHT to secure tenure in the site to facilitate investment in the building stock/infrastructure to address CQC and other concerns
  - Maintain MVCC at the top table of Cancer Centre nationally
- 1.4 A further meeting was held between the Chairs, Chief Executives and Directors of Strategic Development for both East and North Hertfordshire NHS Trust and HHFT on 3<sup>rd</sup> December 2013.

### **2. BACKGROUND**

- 2.1 In March 2012 the Trust's Finance and Performance Committee endorsed the initiation of a project to improve cancer services on the Mount Vernon site. The project consists of three elements:
- Improve access and productivity to cancer services, in response to commissioner priorities (this work is being taken forward internally by the Cancer Division),
  - Secure the redevelopment of the Mount Vernon Cancer Centre, to respond to the poor physical environment, and
  - Establish a Cancer Satellite Unit on the Lister site, when radiotherapy demand exists to do so. Anticipated to be in c.2017.
- 2.2 These elements would be progressed and oversight provided by a Programme Board chaired by the Director of Strategic Development. The Board and project team would work closely with The Hillingdon Hospital Foundation Trust (THHFT) and link in to the Mount Vernon 2015 Programme Board that was established by the two Trusts to produce a Strategic Investment Plan for the Mount Vernon Hospital site which would demonstrate how the respective corporate objectives of the two Trusts could be delivered within the available resources.
- 2.3 In summary, the aim of the Strategic Investment Plan was to agree the required freehold land transfer between the Trusts to enable ENHT to invest in the provision of cancer services on the Mount Vernon site. Whilst the former does not require the rationalisation of the wider site, having agreed a master plan for the site, the phasing, timing and management of the disposal of resultant surplus buildings and land would be determined and implemented by THHFT. This element would have required rationalisation of the wider site. Elements of this work were progressed by both Trusts which saw ENHT develop a clinical vision for the services, a fixed points document and clinical and non clinical requirements for the future development.
- 2.4 In May 2013 it was proposed by THHFT, as an alternative to a site-wide development plan which could be protracted, that ENHT put forward proposals for how the cancer services could be separated from the remainder of the site in order to allow ENHT to undertake prioritised investment following a freehold transfer of the required land.

### **3. ENHT Site Redevelopment Strategy**

3.1.1 Informed by the MVCC clinical vision, a site redevelopment strategy was developed over the summer 2013 which sets out a high level vision of how the MVCC could be reconfigured in the future to enable it to better provide services to patients. The strategy seeks to recognise and respect the interests of other parties on the Hospital site but focuses on the Cancer Centre. The proposed construction works identified are designed to address the existing priority shortcomings with the existing estate and meet the needs of the agreed clinical strategy for the service both in the short term and the in the future.

3.2 The strategy is based on the following principles:

- an identified area of the site will be transferred to the ownership of ENHT
- this site needs to be sufficient to allow cancer services to operate discretely
- this site needs to be large enough to allow the necessary building works to be undertaken on a phased basis in order to meet the short, medium and long term requirements of the service
- cancer services need to vacate the listed building and a practical division between the listed building and the retained accommodation identified
- some shared services across the site will be necessary
- parking and access arrangements to be considered
- town planning factors to be identified
- a timetable to be set out

3.3 The strategy therefore falls in to three phases:

- **Phase 1** – Secure a land transfer from THHFT to ENHT that encompasses the MVCC services within a defined site by June 2014.
- **Phase 2** – Relocate all services from the listed buildings (under THHFT ownership) in to alternative accommodation within the new Trust owned MVCC site to allow THHFT in the future to dispose of surplus land on the site.by December 2014.
- **Phase 3** – Redevelop cancer services on the site in to modern and fit for purpose facilities that meet the long terms needs of the service and its patients.

3.4 This strategy was presented to THHFT on 30<sup>th</sup> September 2013, and the THHFT team welcomed the ENHT plans and vision and felt the work undertaken over the summer had moved the programme forward significantly. Further work by both Trusts was agreed at this meeting but the main focus was for THHFT to provide a counter proposal to the strategy in the light of concerns over the decant buildings proposed.

3.5 In the intervening period the Trust has through the existing internal Mount Vernon Programme Board developed and Project Initiation Document, identified work streams and leads, resources and an initial plan to deliver the strategy. A communications strategy has been drafted by ENHT and shared with THHFT.

### **4. PROGRESS**

4.1 On 3rd December the Trust held a further very helpful mini Board to Board meeting with colleagues from THHFT as we continue to progress the 'next steps' envisaged in the October 2013 Board update paper. Both Trusts are now focussing on a single preferred option that would appear to meet the objectives of both parties subject to further work on reducing capital costs and investigating existing redundant buildings. Site valuation and financing options are also being actively progressed. We are planning to hold a further meeting in January 2014.

### **5. RECOMMENDATION**

5.1 The Board are requested to note the progress to date and the current actions required of the Trust to progress this key strategic objective.

**Wendy Scarr**

**Assistant Director, Hospital Project Team**