

New Hospitals

for the South West of Northern Ireland

Overview of Projects



Developing Better Services



The 'New Hospitals for the South West of Northern Ireland'

programme will play a leading role at the forefront of Health Care developments in Northern Ireland. The programme, which will transform and modernise the way health care is delivered, has been in development for over two years now. Sperrin Lakeland Trust has worked closely with the Department of Health and Social Services, the Western Health and Social Services Board and the Strategic Investment Board, in planning these new, innovative projects.

New Hospitals for the South West of Northern Ireland

Developing Better Services:

Reform and Modernisation of Acute Hospital Services for Northern Ireland

Projects

New Hospitals for the South West of Northern Ireland

Acute Hospital for the South West

Omagh Hospital Complex

Medical Equipment Services

Information Communications Technology



Vision & Innovation

The Developing Better Services Model for the reform and modernisation of acute health care will offer an improved patient experience. This model will re-design acute services and answer the challenge to provide faster diagnostics and treatment. Re-designing the service will lead to new ways of working and a joined-up approach to delivering health care. The 'New Hospitals for the South West of Northern Ireland' will see advanced methods of practice, using the latest technologies, delivered in attractive and well-designed building and meeting the needs of staff, patients and visitors.

Overview of Projects

New Hospitals for the South West of Northern Ireland

Sperrin Lakeland Trust is located within the Western Health and Social Services Board area. The Trust delivers health and social care to some 120,000 people spread across 1,000 square miles and is the main local employer with around 4500 staff. The two main towns within this mainly rural area are Omagh and Enniskillen. The Trust has a recurring base line budget (2005-2006) of approximately £133 million. The review of public administration in Northern Ireland means that the trust will combine with other Trusts in the western Board area, to become one Western Trust with a combined budget estimate of £350 million.

The future vision for health and social care delivery will necessitate the development of two new modern, purpose built hospitals within the Trust Area. This will include an Acute Hospital to the North of Enniskillen and a local hospital with mental health facilities and a health and care centre in Omagh. The new hospitals are to be completed by 2011. The new health care vision recognises a shift in emphasis from the hospitalisation of patients to care in the community. This new hospitals programme will integrate fully with the development of primary and community care services. The programme will also mark a change in ways of working, moving from hospitals working in isolation, to a joint-up approach and structured networking arrangements.

Scope of the Projects

The New Hospitals for the South West of Northern Ireland Programme contains four core projects, which are summarised in the table following. It is envisaged that the Acute Hospital and Omagh Hospital Complex projects will be delivered on a Design, Build, Finance and Operate (DBFO) basis, on a 30-year contract and incorporate Hard and Soft Facilities Management. Soft Facilities Management will be supported with Retention of Employment legislation. As the Trust has a dedicated ICT project, these projects will include ICT wiring and infrastructure 'to the walls'. The developments will encompass the government's strategy on sustainability and projects shall comply with energy targets for new health care premises. There will also be retail and income generating opportunities within these new hospital projects. More detailed project specific information is contained in the individual project brochures.

Project	Approximate Value	Project Profile
Acute Hospital for the South West	£229m	Providing acute medicine, surgery, elderly and paediatrics; day and elective surgery, critical care, accident and emergency services, imaging and diagnostics and consultant-led maternity services. These services will work within clinical networks, linked to other centres.
Omagh Hospital Complex	£150m approx.	Providing local hospital services containing general medicine and renal services. The Complex will also incorporate a health and care centre and mental health facilities.
Medical Equipment Service (MES)	£15-20m approx.	The MES will include items such as MRI, CT and imaging equipment; theatre and intensive care, patient monitoring, laboratory and renal dialysis equipment. An agreed investment plan will cover the takeover, replacement and maintenance of specified equipment and clinical information systems to agreed performance standards.
Information & Communications Technology (ICT)	£9m	The new hospitals provide an ideal opportunity for a significant increase in the use of the latest technology, changing ways of working to offer patients a better and faster service. Each facility will have advanced, patient centered, integrated information systems. The new systems will be designed to aid close collaboration between experts. These will enable joint working with other major centers nationally and internationally and support effective clinical networks. Systems will include patient admin, Picture Archiving & Communications System (PACS), Theatre, Pharmacy and Lab management systems.

Programme Team Structure:

Accountable Bodies:

Department of Health, Social Services and Public Safety (DHSSPS)
Strategic Investment Board (SIB) Limited
Western Health and Social Services Board (WHSSB)

Sperrin Lakeland Health and Social Care Trust (SLT) Board

Project Board

Projects Director

Project Manager
Acute Hospital

Project Manager
Omagh Hospital

Project Manager
MES Equipment

Projects Support Team
(3 Projects Acute, Omagh & MES)

Project Assistant

Clinical Co-ordinators x 2

Administration Assistant

Project Assistant

Clinical Co-ordinators x 2

Administration Assistant

ICT Project Manager

MES Co-ordinator

Administration Assistant

Modernisation Lead

Human Resources Team

Communication Team

FM Co-ordinator

Finance Team

The Team of External Advisors:

A strong, versatile team of highly skilled and experienced professionals has been assigned to the project.

Exemplar Design Team:

Architects:

Todd Architects, Hall Black
Douglas, Watkins Gray International.

M & E Consultants:

White Young & Green

Quantity Surveyors:

Acute Hospital Omagh Hospital
Cyril Sweett WH Stephens

Civil Engineers:

Doran Consulting

Landscape Architects:

Soltys-Brewster Consulting

Planning & Environmental Consultants:

Ferguson McIlveen

Legal Team:

L'Estrange & Brett, Bevan & Brittan

Business Case Consultants:

PricewaterhouseCoopers (PWC)

Workforce Planning:

Conrane Planning

Capacity Planning:

CHKS Ltd

Facilities Management

Model for PSC:

VFM Consultancy

Facilities Management Advisors:

Acute Hospital Omagh Hospital Complex
Davis Langdon TBA October 2006

Communications:

Davidson Cockcroft Partnership

Equality Impact Assessment:

Denise Wheatley Associates

Equipment Advisors:

TBA November 2006

Financial Advisors:

Acute Hospital Omagh Hospital Complex
Deloitte & Touche LLP TBA October 2006

Overview of Projects

Programme Timeframe

Preparations are well advanced for delivering the project and the Trust remains on schedule to deliver on the following time frames.

- 2003: Minister's Decision on 'Developing Better Services'
- 2004: Project Team Established
Work began to prepare the Outline Business Cases (OBC's) and design the clinical models for the two new hospital projects.
Search began for Acute Hospital Site
- 2005: Approval of Phase 1 OBC's for both Hospitals.
Appointment of Exemplar Design Team.
Develop Exemplar Designs for both Hospital Projects
Option to Purchase Site Agreed.
Submission of Outline Planning Applications.
- 2006: Outline Planning Approval for both Hospital Projects
Submission and Approval of OBC's for Acute and Omagh Hospitals and ICT Project
Submission of Managed Equipment Service (MES) OBC
Complete Site Purchase
Commence Tendering Process
- 2007: Submission of Full Business Cases
Selection of Preferred Bidder
Begin Construction Process with Enabling Works
Commence Managed Equipment Service (MES) Tendering Process
- 2008: Full Business Case Approval
Obtain Full Planning Permission
Contract Award/Financial Close
Construction Phase Commences
- 2009: Selection of Equipment & Furnishings
- 2011: New Hospitals Constructed, Commissioned, Opened

Please refer to the Project Information Brochure for Detailed Time frame

Business Case Development

The Business Case development process involves three key stages, namely, Phase 1 OBC (Outline Business Case), Phase 2 OBC and culminating in the Full Business Case (FBC). Phase 1 was completed in 2005 and outlines the strategic context for the projects, securing the option to purchase the site and progress the exemplar design.

Phase 2 OBC's for the two new hospital projects provides additional detail on the need, the clinical model, capital and revenue costs and thorough value for money and affordability analysis.

The Phase 2 OBC's were submitted to the Department of Health Social Services and Personal Safety in March and May 2006 for approval. The Full Business Cases are on schedule to be approved in 2008.

Over thirty working groups have contributed to the development of these comprehensive business cases, which involves hundreds of members of Trust clinical and admin staff. A bottom up approach has been applied, resulting in a number of key studies, which

form the underlying assumptions to the business cases. These studies, which are substantial pieces of work in themselves, have included:

- Capacity Planning/Bed Modelling
- Clinical Workforce Plans
- Medical Workforce Plans
- Facilities Management Workforce Plans
These Workforce plans detail current and project activity and staffing ratios
- Staff Retention and Recruitment Analysis. This analysis includes details on new skilled practitioner roles that will be developed as part of Developing Better Services
- Equality Impact Assessment
- Equipment Matrix
- Capital Costs Analysis
- Revenue Costs Analysis

The Design Process

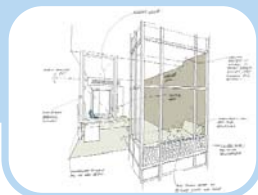
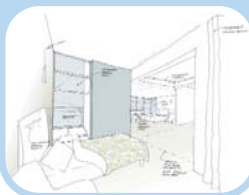
The New Hospitals for the South West of Northern Ireland will allow the delivery of modern clinical practices in attractive and well-designed buildings. Staff will have access to advanced technology and equipment within an improved environment for patients, staff and visitors.

Exemplar Designs

Detailed research, site visits, best practice analysis and staff consultations have resulted in exemplar designs for the New Hospitals. This design will act as an essential benchmark for design developments. The Exemplar Design Team has been in place since August 2004, with architects, planners and designers working with the programme team of Health Estates, Project Clinical Co-ordinators, Staff Design Development Teams and Design Forums.

The aim of the design is to create 'holistic healing environments', making full use of existing views, natural light, ventilation and artwork. The new hospitals will be also designed around the concept of a 'hospital street' to create excellence in the hospital communication system.

Key to this work has been ensuring that the appropriate clinical adjacencies, departmental relationships and patient flows have been mapped out in consultation with staff and users. These adjacencies are illustrated in the Department Relationship Diagrams shown on the project information brochures.



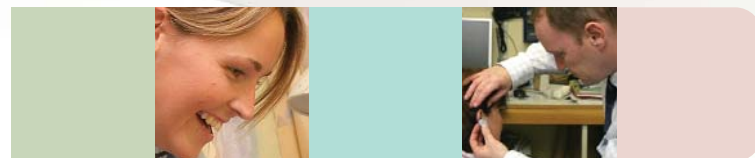
The Clinical Model

Developing Better Services will deliver advances in patient care and strengthen the health care workforce. New ways of working will empower staff to deliver the most modern clinical practices and fully integrate into the area's clinical networks.

Patients will have waiting times reduced and faster diagnosis and treatments. Advances in ICT will lead to integration in health service delivery, and better links between primary (GP's), community and acute health care. In the South-West of Northern Ireland, much of this will take place within attractive, well-designed new buildings, and enable clinical networking to take place.

The Patient will benefit from

- Rapid access to diagnostics and treatment
- One Stop services
- Improved quality of chronic and acute care
- Improved access to senior opinion
- Improved bed usage and managed admissions
- Provide alternative to acute hospital care



Overview of Projects



New Ways of Working: Staff Development Opportunities

The new models of care required will also require workforce development and enhancement. Through the Developing Better Services project, we will see an increase in the number of consultants and specialist nurses required to deliver the planned improvements in patient care. New skilled practitioner roles have been developed. These new roles include consultant practitioner, advanced practitioner, practitioner and assistant practitioner. In addition, discharge teams will also be a new requirement to ensure there is a smooth and efficient transition between hospital and home.

These changes will provide many new opportunities for staff. The Developing Better Services project includes a Human Resources Team to help staff through the transition period and the new opportunities provided. The Human Resources Team is leading the staff consultation process, co-ordinating staff development and the recruitment process, to ensure that appropriate staffing levels for future hospital services are reached.

Communications

Central to the New Hospitals for the Southwest programme has also been communication with the local and wider community and their representatives, Sperrin Lakeland Trust staff, and other healthcare providers and organisations.

Community Information Giving & Engagement

The Trust is committed to ensuring that the local community is afforded every opportunity to inform the design of the new hospital facilities. In addition to establishing Community Forums and public displays of project information, regular meetings are held with local authorities to ensure

public representatives are kept abreast of developments. Informative publications are regularly distributed and appropriate media selection techniques applied.

Staff Specific Engagement

The success of the organisation's strategy is dependent on the support of its staff. The Trust takes its responsibilities for the well being of its staff very seriously and information sharing sessions have been held. Senior managers and Trade Union representatives have made a great effort to keep staff informed on the progress of the project. Regular contact is established through staff forums, printed literature and briefing sessions.

Communications Methods

Staff Engagement

- Staff Forums
- Staff Design Teams
- Business Case Sub-Groups
- Staff Open Days
- Staff Publications
- Payslip Messages

Community Engagement

- Community /User Forums
- Public Meetings
- Local Authority Meetings
- Project Displays
- Advertorials
- News Releases
- Media Briefings
- Posters
- Tele Screens

Access to Information

- Internet/Intranet
- Information Desk

For further information please contact

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mmaguire@slt.n-i.nhs.uk
Web www.newhospitals.org

Department of Health, Social Services and Public Safety (DHSSPS);
www.dhsspsni.gov.uk

Health Estates:
www.dhsspsni.gov.uk/index/hea.htm

Strategic Investment Board (SIB) Limited:
www.sibni.org

Western Health and Social Services Board.
www.whssb.n-i.nhs.uk

Purpose of Information File

This information provides an introduction to the 'New Hospitals for the South West of Northern Ireland' programme and projects. The information presented is accurate at the time of printing, but may be subject to change as a result of the Outline Business Case approval process. An update on project developments can be obtained by contacting the Project Communications Department. The Trust cannot accept liability for any inaccuracies contained within this document.

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