



Future of hospital services in west Hertfordshire

Stakeholder Panel

Extra information pack

27 February 2019

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Extra Information- Purpose

- We have received various requests for additional detail concerning information gathered as options have been developed. The information relevant to your task is set out in the Options Appraisal slides (including information set out here). These slides are provided to provide a broader summary of information to you.
- There has been a significant amount of information gathered to inform the outputs that were presented in the first stakeholder panel session, including:
 - demand and capacity analysis – a review of likely future demand for hospital care and resource capacity required
 - travel and catchment analysis – a review of the travel times between different sites and impact on catchment area
 - site option review – a review of potential sites and their suitability
- Key current headlines from each of these analyses are provided in this pack
- Further information on each will be available the Trust and CCG website

Analysis undertaken to support longlist evaluation

Criteria	Threshold	Analysis undertaken
Affordability	The required capital investment must be within the Trust's annual turnover	Outline capital investment estimates developed Estimates for land receipts developed
Quality	The option must at least maintain patient safety at current levels	None at this stage – not a differentiator
Patient experience	The option must support an improvement in patient experience from current levels	None at this stage – not a differentiator
Access	Services must be located to serve the Herts Valleys population	Travel and catchment analysis – all options provide reasonable access, therefore access not a differentiator at this stage
Deliverability	The site locations must have sufficient space to accommodate the requirements of the preferred model of care for the relevant site configuration option	Schedules of accommodation developed based on clinical model and demand assumptions Site option review developed
Value for money	The option must support an improvement in the Trust's financial position in the long term	None at this stage
Strategic alignment	The option must deliver the objectives and provide flexibility for the future	None at this stage

Population analysis

- HVCCG Population is expected to increase by around 12% over the next twenty years. The largest population growth will be in the 65-85 and 85+ age cohorts.
- The greatest population growth, over the next twenty years, is expected to occur in Watford and Three Rivers (13%), and Dacorum (13%). Lower population growth expected in St Albans (10%) and Hertsmere (10%).
- Each district has housing plans at various stages of development, most of these continue to develop housing in already populated areas, although there are new housing developments planned around the north and east of Hemel Hempstead and to the south of the St Albans district.

NB: In the version of this pack given to the stakeholder panel on 27 February the population growth numbers were stated over 22 years (from 2016 to 2038), rather than 20 years (from 2018 to 2038). This has been adjusted above to be consistent with the twenty year planning horizon. Commentary around the housing plans has also been updated. This updated pack has been made available to panel members..

Travel and catchment analysis

Current travel behaviour:

- WHHT does not treat many patients from outside of the Herts Valleys area
- However, patients from the Herts Valleys area do sometimes travel to other hospitals:
 - Some patients from Dacorum travel west to Stoke Mandeville Hospital
 - Some patients from Hertsmere travel south to Barnet Hospital
- The majority of patients from Dacorum and St Albans tend to travel to Watford General Hospital, despite travel times to other emergency hospitals being shorter

Impact on travel times of locating a hospital in a new location:

- All current WHHT hospital sites provide reasonable access for the residents of Herts Valleys
- If there was an emergency hospital more centrally located within the Herts Valleys area then travel times, on average, would be reduced:
 - Patients from Dacorum, St Albans and Hertsmere would be positively impacted
 - Patients from Watford and Three Rivers would be negatively impacted

Future demand modelling

In developing our plans for acute hospital services of the future, we have assumed:

- Demographic growth in line with latest Office of National Statistics (ONS) forecast = 1% (varied across ages/services)
- Non-demographic growth in line with WHHT historic activity = 1.3% (across services)
- Demand management in line with STP assumptions in the Medium Term Financial Plan
- Operational efficiencies, which are based on WHHT's financial planning and benchmarking

Based on these demand assumptions we have forecast the number of beds, theatres and rooms required in the future, and therefore the size of hospital that needs to be built.

All shortlisted options have consistent numbers of beds and theatres to allow fair comparison across options

Scenario analysis has been carried out to understand the additional capacity requirements if demand management and/or efficiencies are not achieved

Schedules of accommodation

We have sized the hospital footprint required for each option, based on a schedule of accommodation for each of our clinical models, and assessed whether there is space for them to be accommodated within our existing sites:

Model	Site	Size*	WGH	SACH	HHH
One site	Emergency and planned care	c.75,000m ²	✓	✗	✗
Two sites	Emergency care	c.64,000m ²	✓	✗	✗
	Planned care	c.17,000m ²	✓	✓ ^{**}	✓
Three sites	Emergency care	c.64,000m ²	✓	✗	✗
	Planned surgery	c.15,000m ²	✓	✓	✓
	Planned medicine	c.5,000m ²	✓	✓	✓

* Approximate m² based on indicative Schedules of accommodation. This excludes 2,000m² per Urgent Treatment Centre

** Off site car parking would have to be provided for staff and visitors

Site options review

- In addition to its current sites at Hemel Hempstead Hospital, St Albans City Hospital and Watford General Hospital the Trust commissioned a review to identify other potential sites for a hospital within in west Hertfordshire.
- All five local authorities within west Hertfordshire are at different stages in the development of their Local Plan. No specific sites for future hospital development are identified within their current plans.
- However, the review confirmed that there are a number of sites that meet the agreed criteria and could be potentially suitable to meet the requirement of a planned care hospital, including (subject to planning) a 'greenfield' option.

Land value estimates

- Based on the Land Registry database produced to enable consistency across business cases the indicative land values for the current WHHT sites are:
 - Hemel Hempstead Hospital: £10m - £15m
 - St Albans City Hospital: £15m - £18m
 - Watford General Hospital: £20m - £25m
- Any new site would have to be purchased from the current owner and with current pressure on housing targets it is anticipated that development land will not be sold below its market value for housing development
- A number of factors will determine the actual land value including: location, condition, designation and planning conditions so these figure should only be used as high level indicators for the assessment of different options.

Outline capital estimates

The following options have been ruled out on affordability grounds as they would require capital investment substantially higher than £350m:

Model	Site	Location	Capital Estimate
One site	Emergency and planned care	Watford General Hospital	Approx. £750m
One site	Emergency and planned care	New central site	Approx. £700m
Two sites	Emergency care	New site in north	Approx. £750m
	Planned care	Watford General Hospital	