

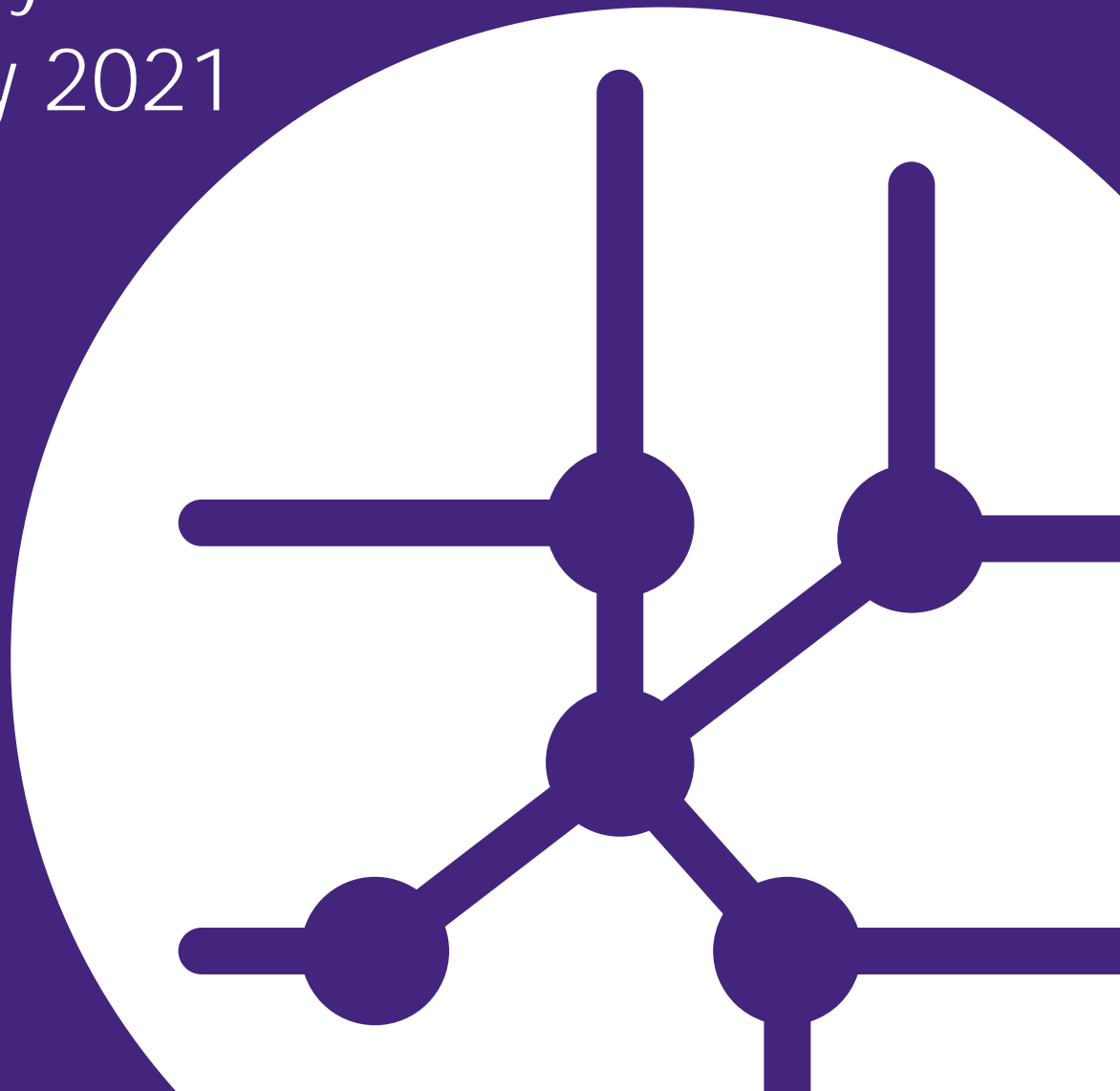


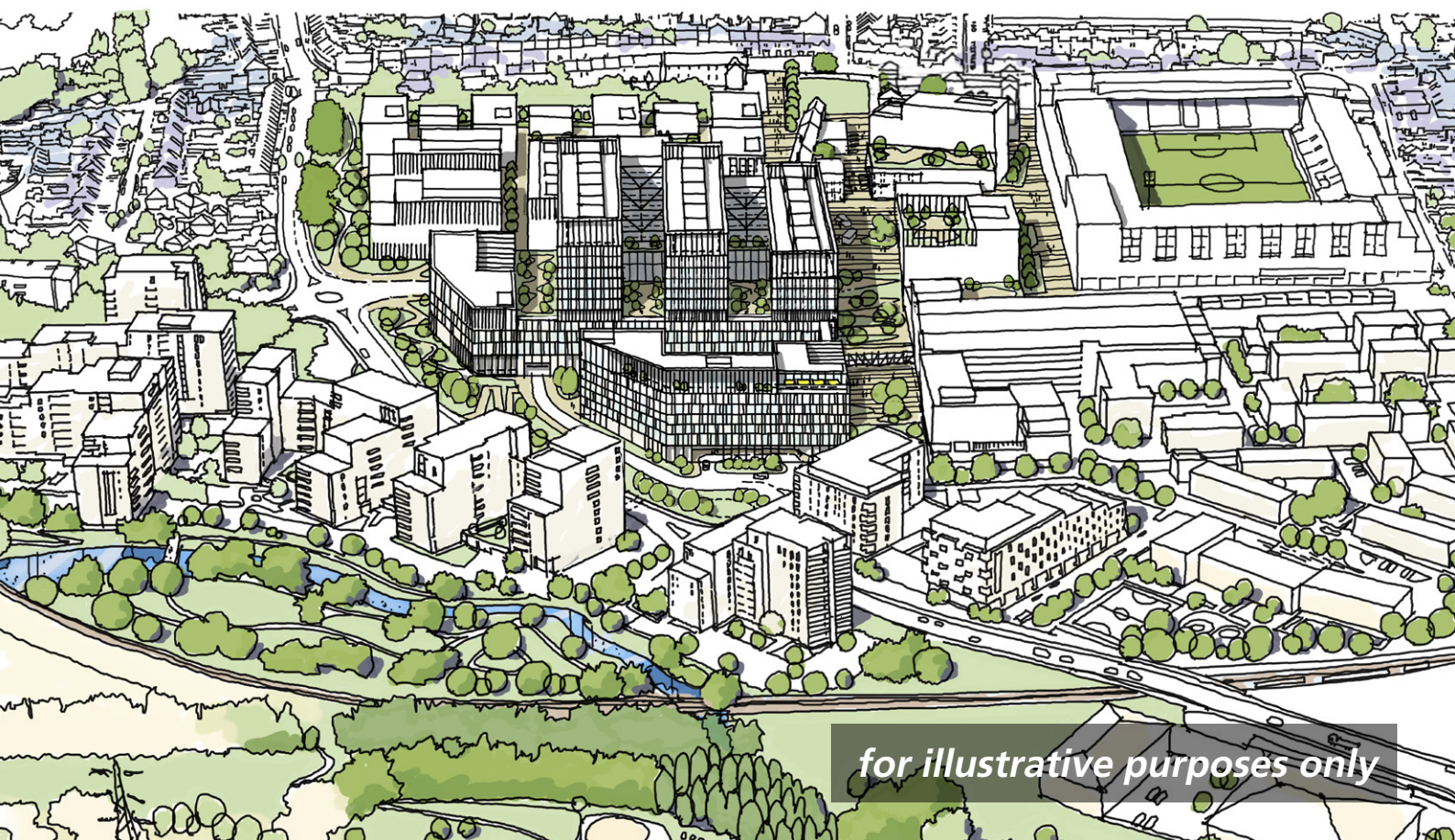
NHS

West Hertfordshire
Hospitals
NHS Trust

Your Care, Your Views

Summary version
February 2021





for illustrative purposes only

Our vision

The course is set for a transformational redesign of health and hospital services in west Hertfordshire.

We have plans to provide services and buildings which will improve the patient experience and the quality and safety of our care.

This document summarises our new models of care; the reasons behind them and the benefits we think they will bring. Our proposals for new ways to deliver services are being developed alongside exciting plans for our three hospitals.

We are applying for funding to build a new general hospital for west

Hertfordshire at the Watford General Hospital site (and adjacent land) and to extensively redevelop and refurbish Hemel Hempstead Hospital and St Albans City Hospital.

Our aim is to breathe new life into our hospitals, giving them all a unique purpose in our three-site network and also within the wider framework of local health and care services. We will co-locate services that work well together and minimise duplication across our sites where possible.

It is important to read and understand the story of our services because we believe that the quality and safety of your care should be our priority. The result of our plans may mean that your

nearest hospital is not always the best site to meet your needs. But it will be the best site it can be in terms of how its services are grouped together to give the highest clinical outcomes possible.

We are grateful to our busy clinical staff who have shaped the proposals that are set out in this document. There is also a more [detailed version as well](#) as plenty of other information on our [website](#).

We really want to hear your views on our proposals and would be really grateful if, once you have understood our proposals, you could complete our [online survey](#).

The intention of this document is to generate discussion and assist in the ongoing development of our proposals, so the information reflects our current thinking and may be subject to further change.

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Hospitals in and around Hertfordshire

We provide care from three hospitals, located within around 10 miles of each other:- **Hemel Hempstead Hospital**, **St Albans City Hospital** and **Watford General Hospital**. We also provide outpatient physiotherapy at the West Herts Therapy Unit at Jacketts Field in Abbots Langley.

Some people in the area covered by Herts Valleys Clinical Commissioning Group (HVCCG) use services provided by other hospitals in Hertfordshire, Bedfordshire, Buckinghamshire and Greater London.

Time for a change

Your hospital services are changing dramatically. Advances in technology, medical practice and our work with partner organisations in the NHS and social care means that we must think differently about the hospitals of the future, their services and buildings.

The need to come to hospital as an outpatient is decreasing as we offer other ways to be 'seen', such as video consultations or advice from a hospital specialist provided to you by your GP. The shift of services from hospitals into the community and the increased emphasis on patients being better supported to manage their own care means that we need to redesign our services to reflect these changes and be ready for new ways of working.

The proposed redesign of our services across our three hospitals will go hand in hand with plans to redevelop all three sites.

We have succeeded in making our case to the government for investment and we are delighted to be in the 'New Hospital Programme'. Our preferred option is for a new emergency care hospital at the Watford site and for redevelopment at our two other sites. We will hear more about our funding later this year. Our website has lots of detail on the business case process we are following.

Our new and refurbished buildings will be very different. We want to create pleasant, healing environments which are easy to find your way around and where the services fit logically together.

Starting with strategy

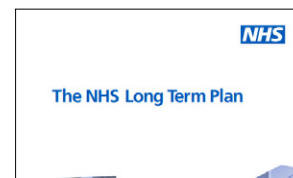
Our proposals reflect:-

- our clinical strategy and our clinical brief (both currently in draft)
- our five year organisational strategy
- the 'Your Care, Your Future' programme involving Hertfordshire health organisations
- Hertfordshire and West Essex Integrated Care System's 'A Healthier Future' strategy
- the NHS Long Term Plan.

Links are provided in the 'further reading' section at the end of this document.

Our clinical strategy sets out the rationale for our plans and outlines them broadly, and the clinical brief provides detail on a service-by-service level including potential changes to which of our hospitals the services will be delivered from. The three priorities in our strategy are:-

- integrating care with primary (ie care from your GP) and community care (health visitors, for example)
- personalising the care each patient receives (reflecting patient's wishes and individual health needs)
- providing consistent, best practice care.



Words into action

To achieve these strategic aims, we will:-

- continue to move services off hospital sites and into local settings where it is clinically appropriate to do so
- use technology, such as apps which transmit health data to our clinical teams and a new integrated electronic patient record, to improve the safety and efficiency of our care
- create more 'one stop' clinics where several steps of your treatment (diagnostic test, a consultation based on the results and a treatment plan) all happen on the same visit
- redesign how our services work together and how they contribute to each site having its own unique purpose.



Doing things differently

The promise of investment, the advances in technology and the positive changes we have made recently are an excellent starting point for considering how your hospital services could look in the very near future.

Below is a list of wide-ranging improvements. We plan to:-

- develop new models of care for emergency services, endoscopy, maternity and surgery (and more in time)
- provide new facilities for cancer services
- offer more 'one stop' clinics
- provide a vastly increased proportion of ensuite single rooms
- incorporate the latest designs and best practice for infection control
- embrace technology to store, transmit and monitor health data, thereby reducing hospital visits
- use robots and artificial intelligence (AI) to streamline support services, such as linen deliveries and admin processes
- group services and staff together to enable better clinical outcomes, team working, training and absence cover
- reduce duplication of services across sites which can affect quality and efficiency
- upgrade and expand diagnostic facilities at all three of our hospitals
- move to care models that mean around 200,000 patients will no longer have to travel in for an outpatient appointment
- design buildings that promote health and healing
- extend the service where hospital doctors support GPs with specialist advice for patients (which can avoid the need for a referral and speed up treatment)
- remove routine follow-up appointments (where clinically appropriate) and give patients the choice to request one depending on their recovery or if symptoms or circumstances change.



Digital transformation

The explosion of digital technologies will significantly increase efficiencies and improve the experience of our patients and staff.

Easy-to-use apps and health monitoring equipment can help patients manage their own conditions and technology can also transmit health data from patients in their own homes to our clinical teams looking after them.

Implementing an electronic patient record will bring major benefits to how we manage your care within our hospitals and also across other health and care providers. Sharing your

information (with permission) will lead to more joined-up care and digitised patient records will support online booking and boost the ability of clinicians to 'see' patients remotely, via their computer, phone or other device.

Digital technology is taking care directly into patients' homes, proving that you don't need to come to hospital to get hospital care.

Our feedback so far is that virtual appointments are welcomed by many but we will offer alternatives for patients who would prefer their healthcare to be delivered in more traditional ways, such as face-to-face appointments or phone calls.

High performing IT systems will boost staff satisfaction and release more of their time to care for patients.



Three's company

Our proposals are based on each of our three hospital sites having a clear and valuable purpose; to be different but to work together and share the same high standards.

The broad outline for our three hospitals is:-

Watford General Hospital
emergency, specialist and complex care

***St Albans City Hospital**
planned surgical care, planned cancer care and an urgent care service

Hemel Hempstead Hospital
urgent and planned medical care, long term conditions

*Our minor injuries unit at St Albans City Hospital is temporarily closed due to the pandemic. Engagement will take place later this year about the urgent care services that will be offered.

The plans for our three hospitals reflect the NHS Long Term Plan which recommends a clear separation between urgent and emergency care and planned care. And within planned care, there will also be a greater distinction between surgery and medicine which will improve the way our teams and hospitals function.



Consolidate not duplicate

Teams of staff from the same and related areas of medicine (which we call specialties) will be grouped together and will have the right facilities to provide the best care.

Consolidating staff and services will help us provide many more 'one stop' clinics where several steps of treatment are covered in one visit (such as a diagnostic procedure, a consultation based on the result and a discussion about your treatment plan).

There are considerable benefits in terms of patient experience and staff satisfaction from working this way but will require us to reorganise our staff and services across our sites. In many cases the aim is to reduce the number of our sites providing the same specialty service from three to two, or two to one. Not every site has every speciality at present.

In future, we expect there to be less duplication, with a narrower range of services provided at all three sites. These will include urgent care and outpatient appointments for antenatal and postnatal care, and audiology.

Your hospital appointment will be at the site which is the best for your needs. This might not be the nearest site to you.

More detail on what services will be at which site or sites follows later in this document at pages 15, 16 and 17.



A better working life for staff

Having teams stretched across services delivered from all three hospital sites can reduce training opportunities for junior staff and limit effective team working.

Our proposals will allow specialty staff to work from fewer sites (in most cases

two of the three hospitals) and so build stronger teams with better facilities and working environments. This will boost job satisfaction and aid recruitment and retention. There will also be comfortable and welcoming areas for our hard-working staff to rest and recuperate.



Services before sites

Our clinicians have been sharing their ideas on how hospital services could work better for you. The following information sets out our plans for your care. Improving your experience and the quality and safety of our services is at the heart of these proposals.

Emergency and specialist care

We are applying for funding which will enable us to deliver emergency and specialist care from the Watford General Hospital site. There is a strong view from clinicians that patients requiring 24/7 consultant-led emergency care should be seen on a specialised care site. This provides the safest and most effective solution, with access to the full range of specialist expertise and equipment.

The size and layout of the new ED (emergency department) will enable clinicians to have easy oversight of patients, aided by new technology which means that their observation data is instantly available. This will help to ensure that care is directed to patients with the greatest clinical need. There will be assessment spaces and diagnostic equipment so that specialist teams can work in our ED to provide care to the patient rather than moving the patient to another area to get all the care they need.

Having the right staff, services, equipment and access to diagnostics within 24 hours of admission is in line with the NHS Plan's 'same day emergency care' approach.

Our new ED will cater for the increasing ratio of frail elderly patients who are

admitted, whilst also continuing to work with GPs and other health professionals to avoid hospital admission for this patient group wherever possible.

Patients who no longer need specialist care are not best served by remaining with us because our staff and services are geared up for people who are acutely unwell. Our partners who commission and provide community-based beds are increasing the range and type of care available to patients who are well enough to leave hospital but need support or rehabilitation in a healthcare setting. The main provider of adult community health services in west Hertfordshire (Central London Community Healthcare NHS Trust) will be engaging on plans to support people following a hospital stay later this year and this may include reviewing the inpatient beds at Hemel Hempstead Hospital.

Women's and children's services

Most women's and children's services (inpatient care and births) will be at Watford General Hospital where they will be close to theatres, assessment facilities, diagnostics and the ED. This will reduce transfer time between departments and allow clinical teams to be based together. We will continue to provide antenatal, postnatal and outpatient care in all three hospitals and planned gynaecology surgery at St Albans.

Expectant mothers and their birth partners will benefit from individual rooms that are equipped to support them at all stages of their labour. Delivery suites, in line with the very latest building standards, will provide spacious ensuite facilities.

Children who need inpatient care will be cared for in purpose-designed single rooms with improved facilities for their carers, and there will be new outpatient facilities too.

Planned surgery and cancer

We plan to expand the volume and range of surgery provided at St Albans City Hospital. We will increase the theatre and procedure room capacity, provide enhanced post-surgical recovery care and extend the range of diagnostic facilities. These improvements, combined with a stronger consultant surgeon presence and more specialist staff located together, will enable St Albans City Hospital to develop into a comprehensive planned surgery and cancer centre for patients across west Hertfordshire.

Emergency endoscopy (insertion of a long, thin tube via the mouth or anus to investigate tissue or organs) will continue to be provided at Watford. Our planned endoscopy service at Hemel Hempstead, which is in a cramped environment, will move to St Albans, along with cystoscopy. These services are a better

clinical fit on a cancer site where there will also be comprehensive diagnostics and cancer care and support services, such as a cancer information centre. The new location will be a much better environment for patients.

Some cancer care will be provided from all three sites, but St Albans will be the main cancer diagnostics, care and support base. This will help us co-ordinate care better and reduce the number of hospital visits for patients who have been referred with suspected cancer.

Surgery for children and higher risk or highly complex surgery will be provided at Watford, where there is access to critical care if required. Purpose-built spaces called 'medirooms' will allow patients (at the Watford site) to have an individual room for both pre and post-operative care on the day of their surgery.

St Albans City Hospital has been our Covid-free site where we have been able to continue some services whilst our main site at Watford has been caring for large numbers of Covid-19 patients. The advantages of separating planned and emergency care have been brought into sharp focus in 2020 and 2021.

Planned medical care

Our vision is for Hemel Hempstead Hospital to be a centre of excellence for people from across west Hertfordshire who have long term and/or multiple conditions and need care on an outpatient basis.

Many tens of thousands of patients every year will benefit from the transformation in how this site works.

Most people's experience of our hospital care is through planned appointments. In 2019/20 there were around 150,000 attendances at our urgent and emergency care services across our three sites compared to

more than half a million outpatient attendances. And around 200,000 of those were for medical care.

The opportunity to invest in the Hemel Hempstead site, the increase in the 70+ population and a new approach (nationally and internationally) to planned medical care present the perfect backdrop for our changes.

We plan to bring clinicians from different medical specialties together and provide new diagnostic facilities and the latest technology so that we can give first class care to a large and growing group of patients. This approach will improve teamworking and efficiency as well as provide easy access to an experienced physician when a review or second opinion is required.

Our intention is to make the hospital a calm and healing environment, for it to be easy to find your way around and for the services to use a 'one stop' approach.

Our care will be consultant-led, supported by other clinicians with specialist expertise in medical care and long term conditions. Our patients will be at the centre of a network of health and social care professionals and there will be a shared ethos around patients remaining as well as possible in their own homes without the need for an emergency hospital admission.

There will be a strong 'multidisciplinary' approach and our digitised patient records will aid closer working with other parts of the health service through the sharing of health data (with permission), including customised electronic health records for chronically ill patients.

Conditions catered for at Hemel Hempstead Hospital will include: general medicine, older peoples' services, cardiology, dermatology, diabetes and endocrinology, rheumatology, respiratory and many, many more. A full list can be found in the [longer version of this document](#).



Harnessing the full power of diagnostics

Our proposals recognise that great hospital care has diagnostics at its heart. We plan to increase the speed with which staff make diagnoses for patients by investing in equipment across our three hospitals.

A fast and accurate diagnosis can answer questions about symptoms, alleviate anxiety and determine the best course of treatment.

We are aiming to create a new rapid diagnostics centre at St Albans City Hospital, offering MRI, CT and other diagnostics including endoscopy and nuclear medicine (a medical imaging and treatment specialty using a gamma camera). This will provide extensive support to all patients, especially cancer patients, and underlines the rationale of St Albans being our planned surgery and cancer site.

At Watford, which will be our emergency care site, we will be updating and expanding the diagnostic services to best provide rapid and accurate diagnoses for our most unwell patients.

Hemel Hempstead Hospital will have plain film x-rays, MRI, CT, ultrasound and DEXA scanning (bone density test) diagnostic facilities to support its role as our base for planned medical care services.

Making our sites right

We have set out the rationale for the way we want to reorganise our services and we have described how we will group specialty staff together to increase quality and efficiency and reduce duplication. The information set out below is to help you understand which services will go where. The [longer version of this document](#) gives more detail on any change from site to site.



To be provided at the Watford General Hospital site ...

- a well-designed and technology-enabled building for your healthcare services
- extended and improved emergency and specialist care services
- an urgent treatment centre
- a larger emergency department with assessment areas
- an acute inpatient admissions service
- high risk surgery
- critical care
- a fracture clinic next to the emergency department
- complex diagnostics
- multidisciplinary meeting spaces so that staff from different specialties can work together for the benefit of our patients
- women's and children's services (high risk and low risk maternity, neonatal care, children's inpatient care and surgery and emergency and specialist gynaecology)
- a wide range of outpatient and clinical support services
- new specialist services (such as inpatient neurology, inpatient chemotherapy and some additional cardiology) so that local people will no longer need to travel outside of west Hertfordshire for care
- a multi-storey car park (which removes the need to walk up/down the steep hill on this site and has pay-on-exit technology)
- reworked car and public transport access routes and drop off points
- a vastly improved working environment for staff, with better areas for rest and recuperation
- landscaped green spaces, coffee shops, restaurants and leisure facilities.
- a lower environmental impact from using greener power, heat and light and by using materials with a lower carbon emission count
- the ability to accommodate services from Mount Vernon Cancer Centre if required

We understand that news of construction at Watford might make you worry about disruption but please bear in mind that we are not rebuilding on the same footprint as our current buildings. The construction is taking place on land next to the current buildings. Also, in line with the other frontrunners in the New Hospital Programme, we will be using 'modern methods of construction' which means that many components of our new building will be made off-site. This reduces the amount of on-site building work.



St Albans City Hospital will...

- have a new and unique purpose as the site for specialist planned surgical care and cancer services for people in west Hertfordshire
- broaden its range and volume of surgery (including surgery that was previously provided at Watford)
- provide better and faster diagnosis following a significant upgrade to its MRI and CT provision
- offer nuclear medicine (a medical imaging and treatment specialty using a gamma camera) – moved to this site as it sits better with cancer care
- become the location for a new endoscopy unit to support cancer care and other specialties
- offer gastroenterology and associated hepatology services
- provide urgent care services (a review will take place in Spring 2021 to establish the exact type and level of services)
- be the location for an increasing number of 'one stop' clinics
- offer cancer-related support services and an information centre
- undergo a complete replacement of theatre and procedure room facilities
- offer pre and post-surgery appointments
- benefit from enhanced technology
- provide improved facilities for breast care services
- provide spaces for multidisciplinary meetings so that staff from different specialties can work together for the benefit of our patients
- offer refurbished recovery areas following surgery
- provide wheelchair access for audiology (not previously available at this site)
- remain as our 'clean' hospital; ie a site we can protect from infectious disease outbreaks and where we can continue to provide services whilst our main site provides care to patients with infections, such as Covid-19.



Hemel Hempstead Hospital will...

- have a new and unique purpose as the site for specialist planned medical care site for people in west Hertfordshire
- provide urgent care services
- broaden its range and volume of care for people with long term conditions
- become our site for specialist diabetes and rheumatology
- benefit from enhanced technology
- expand outpatient services for paediatrics, respiratory, cardiology and dermatology
- provide better and faster diagnosis, with MRI, CT and DEXA scanners
- offer refurbished outpatient facilities

- be the location for an increasing number of 'one stop' clinics
- offer health and wellbeing support for a wide range of long term conditions
- provide spaces for multidisciplinary meetings so that staff from different medical specialties can work together for the benefit of our patients
- become a model for how planned care can be delivered from a multi-specialty site, embracing the latest best practice
- provide a calm and supportive environment where services are logically grouped together and where there is an ethos of keeping people as well as possible in their own homes.

"In creating a base for planned medical care at Hemel Hempstead Hospital, our patients can see a range of clinicians all under one roof. Great hospital care doesn't just happen on emergency sites or on busy wards – it can be in a calm environment where everything the patient needs has been thought through and is close at hand."

Dr Sundeep Bhalara

Consultant rheumatologist and clinical director for specialties medicine



Travel and access

We know that access and travel are commonly cited concerns associated with hospital care in west Hertfordshire. We are committed to addressing this as our plans progress. As well as reducing the need for people to visit our hospitals sites through adopting new models of care, we will work with local authority partners to find ways to make it easier to get to

our hospitals. And we will improve parking on all three sites.

We understand that the relocation of some of our services may mean that some people will need to travel further than they do now. However, some people will travel less far and hopefully all of our patients will make less frequent journeys as a result of

the many improvements we plan to put in place.

We will be setting up a travel and access reference group, and will conduct indicative travel impact analysis for several of our key service areas. The outcome of this analysis will be available for consideration alongside the engagement feedback later this year.

How you can get involved

We want to enable feedback from our staff, patients, carers, stakeholders and other members of our local community to be considered as part of our decision-making. We are therefore planning a two phase engagement programme. The first phase will run until 24 March 2021.

We will review and analyse feedback at the end of each phase of engagement to ensure that any conflicting suggestions can be considered together. We have arranged for the feedback from this first phase of engagement to be independently analysed to help us consider the feedback as we develop more specific plans. We will share the independent analysis, our response and updated proposals through a second phase of engagement in mid-May. This will enable us to test our proposals in more detail and get further feedback from our community and stakeholders.

We will address feedback from the formal engagement through a response document and during any follow-up engagement activities, rather than responding to individual responses while the formal engagement is taking place. We will, however, monitor feedback as it comes in and will clarify any frequently asked questions or common misunderstandings on our [dedicated website pages](#).

Take part in our survey

This survey asks for your views on our draft clinical strategy, draft clinical brief, and our proposed three site model.

It would be helpful if you could read this document fully (or the [fuller version here](#)) before [completing the survey](#). The closing date for the survey is midnight on 24 March 2021.



Attend online meetings and events

We will be running an extensive community engagement programme so that you can learn more about our proposals, ask questions, hear from a wide range of people including patients, carers, community and voluntary groups, in dialogue with healthcare organisations, professional partners, and our managers and staff. There will be opportunities to learn about the many aspects of our redevelopment programme including design and planning.

Among the planned events, we will hold dedicated events for specific service areas:

- diagnostics - endoscopy, DEXA bone scanning and nuclear medicine
- medicine
- surgery

Please also visit our website as we will continue to update it with additional content, such as interviews with key staff and bitesize presentations on key topics.



Join our stakeholder reference group

We've already set up a stakeholder reference group (SRG) involving patients, carers, community and voluntary groups in thinking about our emerging ideas. New members are always welcome. If you would like to join this group, [please visit our website](#).



Join our travel and access group



We are setting up a travel and access reference group to make sure that transport and other access issues are fully considered as we develop our plans. We very much want patients, carers and community groups to be represented on this group, working alongside transport planners from local councils, public transport providers and East of England Ambulance Service. You can sign up to join this group on our [website here](#).

Get involved in the design and planning process



There will also be opportunities for community engagement as part of the building design and planning process. Running in parallel with the engagement work outlined in this document, our architects BDP will be inviting members of the local community to have their say on the design and access proposals which are being created as part of the [planning application process](#).

The next steps

Thank you for reading this and thank you again if you have completed the survey! We are grateful to everyone who has taken part in our various engagement activities over the past five years.

We look forward to hearing more from those we have already engaged with and we also hope to reach new audiences who haven't yet had their say on the future of health services in west Hertfordshire.

The next milestone is to review the shortlisted options in more depth to identify the final preferred option (the one that provides the best overall balance of benefits and costs) which we will take forward to the next stage – full business case. We expect to make this decision this summer and then submit our proposal for approval from NHS England, the Department of Health and Social Care (DHSC) and by Her Majesty's Treasury.

We expect to hear if all the funding we have applied for has been approved by the end of 2021 or early 2022. It is possible that the impact of the current pandemic may lead to movement in some of these timescales.

Further reading

Press releases

Trust thrilled by hospital funding announcement

<https://www.westhertshospitals.nhs.uk/newsandmedia/mediareleases/2019/september/hospitalfundingannouncement.asp>

Ambitious plans agreed to transform hospital sites in west Herts

<https://www.westhertshospitals.nhs.uk/newsandmedia/mediareleases/2020/October/ambitiousplanagreedtotransformhospitalites.asp>

Another honour for first in country virtual Covid-19 hospital

https://www.westhertshospitals.nhs.uk/newsandmedia/mediareleases/2021/january/virtual_hospital.asp

Architect-led design team appointed for hospital redevelopment

https://www.westhertshospitals.nhs.uk/newsandmedia/mediareleases/2020/november/architect-led_design_for_hospital_redevelopment.asp

Redevelopment

The future of hospital services in west Hertfordshire strategic outline case

<https://www.westhertshospitals.nhs.uk/about/SOC%20Future%20of%20Healthcare%20Services%20in%20west%20Herts%20FINAL.pdf>

West Hertfordshire Hospitals NHS Trust - Site Feasibility Study

<https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/WHHT%20Site%20Feasibility%20Report%20-%20210820%20-%20final.pdf>

Engagement document on the proposed shortlist

<https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/Working%20together%20September%202020%20v6.pdf>

Design principles

https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/Design%20principles_hospital%20%20redevelopment%20final.pdf

Naxton report – WHHT and HVCCG response

<https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/Naxton%20report%20-%20%20WHHT%20and%20HVCCG%20response%2028%20Jan%202021.pdf>

FAQs

<https://www.westhertshospitals.nhs.uk/about/redevelopment/faq.asp>

Reports

West Herts Hospitals NHS Trust 2020-25 strategy

https://www.westhertshospitals.nhs.uk/about/documents/Our_strategy_A4_brochure.pdf

HVCCG 'Your Care, Your Future' programme

https://hertsvalleysccg.nhs.uk/application/files/6115/3616/0076/Case_for_Change_Summer_2015_FV.pdf

Hertfordshire and West Essex Integrated Care System's 'A Healthier Future' strategy

https://hertsvalleysccg.nhs.uk/application/files/6015/5362/0648/HWE_Integrated_Strategy_Executive_Slide_deck.pdf

NHS Long Term Plan

<https://www.longtermplan.nhs.uk/wp-content/uploads/2019/08/nhs-long-term-plan-version-1.2.pdf>

NHS Five Year Forward View

<https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

Health infrastructure plan

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/835657/health-infrastructure-plan.pdf

Clinical brief

<https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/Clinical%20brief%20final.pdf>

Clinical strategy

<https://www.westhertshospitals.nhs.uk/about/redevelopment/documents/Clinical%20strategy%20final%20version.pdf>

If you'd like to get in touch about this document, please contact the trust's communications team on 01923 436280 or email: westherts.redevelopment@nhs.net

Find us online @WestHertsNHS



www.westhertshospitals.nhs.uk

Some images used in this document were taken before the Covid-19 pandemic