

The New Heatherwood Hospital



Stakeholder Update March 2022

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Committed to excellence

Working together

Facing the future

About the new Heatherwood Hospital

We are pleased to announce that the new Heatherwood Hospital opened on 28 at March 2022. Our plans to replace the outdated 100-year-old Heatherwood Hospital began in 2014 and have incorporated considerable thought and input from patients, staff and clinicians.

The new state-of-the-art £100 million Heatherwood Hospital is one of the best planned care facilities in the NHS serving residents across Hampshire, Surrey, Berkshire and beyond. It will be a centre of excellence for elective care with its new diagnostic facilities, six operating theatres and wards, fantastic day surgery facilities, specialist outpatient areas, and operating procedure rooms that will enable us to perform minor operations and procedures without the need for patients to be admitted.

The new Heatherwood Hospital is a major asset to the region that reflects Frimley Health's vision to be a leader in health and wellbeing, delivering exceptional services to its local communities.

We are using the latest technology and innovation to provide the best treatments and experience. Innovative design focuses on patient and staff wellbeing, by maximising the views and access to the hospital's stunning natural setting.

What is elective/planned care?

Elective care (also known as planned care) means that surgery and procedures are planned and chosen by patients rather than carried out urgently such as in the case of an emergency. Our new Heatherwood Hospital will be a specialist elective care and surgery hub.

Reducing waiting times for elective surgery is one of our key priorities. We want to maximise the benefit of our new Heatherwood Hospital to cut waiting times for patients and enable us to recover from the significant impact of the Covid pandemic and the usual winter pressures.

Benefits of the new Heatherwood Hospital

Many exciting opportunities to improve patient care and experience

Our new hospital offers many exciting opportunities for us to meet increased demand, improve the patient experience and the quality and safety of our care, including:

- Completely elective facility which will continue operating all year round, supporting Frimley Health NHS Foundation Trust to meet increased demand
- More elective care, delivered more efficiently and in a much-improved patient environment, built for modern needs
- Care and support in state-of-the-art theatres, wards and clinics, and in a better clinical environment
- All services delivered under one roof
- Patients can see the right specialist, in the right place and get the best possible outcomes
- As a dedicated planned care facility, patients will be seen and treated more quickly for routine procedures, so reducing waiting times
- More minor operations and procedures (such as biopsies) carried out as day cases and outpatient procedures that would traditionally require an operating theatre
- One-stop services for many patients, using the latest digital technology and flexible outpatient spaces, will reduce the number of visits they need to make to the hospital, for example through our prostate cancer service
- Dedicated theatre lists for low complexity cases will allow more patients with relatively quick procedures to be seen faster. Theatres will run during evenings and weekends and pathways will meet the latest national best practice
- In the context of the current national backlog following the pandemic, this facility will enable local residents to receive treatment more quickly than would have been the case and ensure the Frimley system is one of the best placed nationally to meet demand for planned care.

Benefits and improvements

The new Heatherwood Hospital, working in partnership with our other facilities throughout the area, will bring the following benefits for our patients, visitors and staff:

- Reduced waiting times
- Reduced likelihood of cancellation of operations when we experience severe pressures due to higher numbers of emergency cases and admissions
- A better clinical environment with quality support services including a café and waiting areas
- Increased productivity and clinical effectiveness leading to improved patient outcomes and experience

Designed for greater efficiency

- Six state-of-the-art operating theatres
- 38 inpatient beds, of which 18 are en-suite
- 22 day case pods, lithotripsy and one procedure room
- 24 outpatient, procedure and treatment rooms
- Two endoscopy suites compared to the current one
- Radiology: MRI, CT, X Ray, Ultrasound (5), Mammography
- A primary care hub – a purpose-built GP hub housing two local practices opened on the site in June 2021
- Private patient facilities with consulting rooms, procedure room and 10 beds

Caring for the environment, staff and patients

- Sustainable building with:
 - living roof
 - balancing pond
 - woodland
 - solar panels on roof
- Sustainable travel plan including:
 - Public transport – buses coming onto new site
 - Disabled parking
 - Maximum parking within planning confines
 - Electric vehicle charging points

A brief background on what we do at Frimley Health

Frimley Health NHS Foundation Trust (FHFT) is one of the largest Trusts in the NHS with a record of achievement and success that places us as one of the best performing Trusts in the country. We provide NHS hospital services for around 900,000 people across the areas of Berkshire, Hampshire, Surrey and south Buckinghamshire.

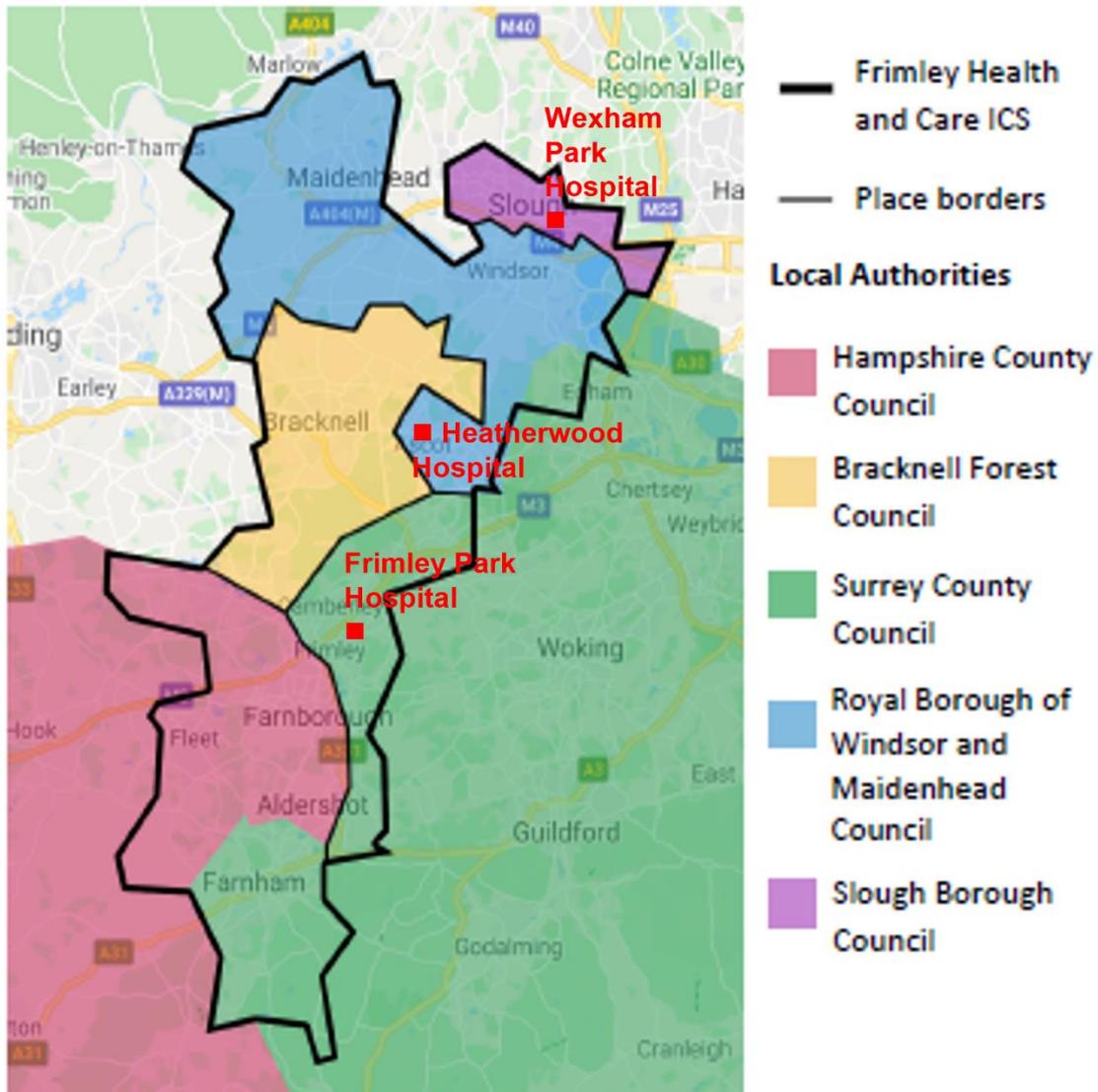
Our sites and services

As an acute and community provider we have two main acute hospital sites, an elective centre and services provided at community sites and in patient's homes across our patch:

- **Frimley Park Hospital** in Frimley, near Camberley, is an acute hospital and was the first hospital in the country to be rated 'Outstanding' by the Care Quality Commission. It has a regional heart attack centre offering emergency intervention to patients, and has specialist renal, cystic fibrosis, hyper-acute stroke, vascular and spinal services. The emergency department sees 120,000 people every year and admits 55,000. Almost half a million outpatient appointments are provided each year and 5,500 babies are born at its maternity department.
- **Wexham Park Hospital** near Slough is an acute hospital undergoing massive investment to make sure we have the best facilities possible to deliver the best possible care. We recently opened a £10m upgrade to the hospital's maternity unit and a £49m Emergency Assessment Centre that brings our emergency department, ambulatory care and assessment units and other urgent care services together under one roof.
- **Heatherwood Hospital** in Ascot is highly valued by the local community, and focuses more on diagnostics, day surgery and outpatients. The new £100m hospital on the site will provide some of the best elective care facilities in the country.
- A **range of integrated community services** to our patients in North East Hampshire, Farnham and Surrey Heath through Fleet and Farnham Community Hospitals. We run outpatient clinics and diagnostic services from Aldershot, Farnham, Fleet, Windsor, Maidenhead, Bracknell, Chalfont St Peter and Brants Bridge. We also provide community nursing and rehabilitation services in patient's homes.
- **Heathlands intermediate care unit** in Bracknell opened on 28 Mar 2022. This 20-bed intermediate care facility is a bed-based intermediate care

service that works collaboratively with local community providers and integrated community teams to help people receive well-coordinated and joined up care promoting independence for as long as possible. The therapy led unit offers a consultant and advance nurse practitioner supported step up and step-down pathway. It will also provide a base for the Trust's frailty virtual ward and frailty hospital admission avoidance.

This map shows our main hospital sites and community catchment for services.



Car travel time between sites:

Frimley Park to Heatherwood
17 minutes

Wexham Park to Heatherwood
33 minutes

Why changes to services are needed

As we moved closer to moving into the new hospital, we reviewed our plans, taking into account:

- The continued impact of Covid on our hospitals
- The need to provide specialist elective activity in a Covid secure environment, at the new Heatherwood Hospital
- Our elective care recovery plan as a result of the Covid pandemic
- The availability of more operating procedure rooms to enable minor operations to be carried out in an outpatient setting instead of day case theatres
- Responding to a national focus on patients receiving orthopaedics and ophthalmology services
- Delivering the best patient care and experience possible by ensuring patients can have as much diagnostic and treatment services in one visit as possible to reduce unnecessary appointments and visits to hospital.

As a result of our review, we are making some changes to where some patient services will be provided. Some services currently provided at Frimley Park or Wexham Park will move to Heatherwood, some services currently provided at Heatherwood may see increases in service provision, and some services previously delivered from Heatherwood will now need to be provided in a more appropriate setting. This could be one of our other hospital sites, or within our local community.

For most services, Heatherwood is not and will not be the only hospital from which they are provided, patients will still have a wide range of choice.

Where we provide more 'one stop' services, such as the prostate cancer service, there will be considerable benefits in terms of patient experience and staff satisfaction such as the need for fewer separate visits to hospital and quicker diagnosis and treatment. Hospital appointments will be offered at the site which is the best for each patient's needs. This might not be their nearest site but we will offer a choice of location whenever possible, and primary care clinicians retain the ability to use the e-referral system in partnership with patients to select the right balance of geography and waiting times which is right for them.

A summary of the improvements and changes for patients from Bracknell Forest is provided on page 12.

The impact of Covid

We are still considering and responding to the impact of Covid pressures on our hospitals and services and, as a result, making a range of temporary changes and allowances. As an example, at the time of writing we have around 50 patients in our hospitals being treated for Covid; an additional 150 patients are in hospital for other reasons but, as they also have Covid, we need to make a host of other changes which impact on bed occupancy and staffing, for example infection control and isolation.

As with all hospitals across the country, we don't yet know the long-term impact of Covid on our services and capacity and we may need to implement Covid planning, similar to the current flu planning.

With all this in mind, we will continue to monitor things closely over the next 12 months and review any changes after a year, in 2023, by which time the longer-term impact of Covid will hopefully be clearer, as will the overall impact on the waiting list.

Impact on patients, visitors and staff

It's hard to be exact about the number of patients likely to be affected because:

- Two years of referrals have been impacted by the Covid pandemic and, in turn, the pandemic has seen significantly increased use of virtual appointments
- We have introduced and are expanding the use of patient initiated follow up and introduced additional short-term face to face appointments due to Covid delays
- One-stop shop pathways are already reducing the number of visits a patient makes
- Patients may choose to travel further to be seen quicker or choose to wait longer to be seen closer to home
- 'Get it right first time' (GIRFT) improvements are also reducing length of stay, by changing inpatients to day cases and day cases to outpatient procedures.

We have held meetings with patients showcasing the new hospital and engaging with them regarding layout and wayfinding, and this is ongoing.

We will seek feedback from patients and their carers and relatives throughout the next 12 months to enable us to monitor any impact and adjust as necessary wherever possible.

Travel and transport

We are aware that some patients who currently attend Frimley Park and will need to travel to Heatherwood may be concerned about transport links and car parking, including higher taxi costs for greater distances. Arrangements have already been made for buses to come directly to the new hospital and this will continue. We are keen to stress that our primary aim has been to improve services and that, even though Heatherwood may be further away for some patients, it has the specialist expertise and state-of-the-art equipment and facilities, which will improve the overall quality of the patient experience and reduce waiting times for patients.

A key focus of our ongoing engagement will be transport and travel. Alongside this work, we will be conducting a major transport and travel review, looking at patient journeys and all aspects of travel to and from all our sites. This review underlines our commitment to best support patients, visitors and staff and will enable us to understand the scale of impact (positive or negative) to inform any adjustments that we need to make. The travel review work will also dovetail into our green plan.

Electronic patient record system

We are soon implementing a new electronic patient record which will transform care, and empower our patients enabling them to view their own records, make and change appointments and interact with clinicians as they have not done before. This may reduce the need for patients to have hospital appointments to get advice and care they need. The introduction of the new system will not mark the end of paper correspondence; we will still be sending appointment and other letters through the post and for patients who are not 'electronically savvy' there will always be staff on hand to help with electronic check-in.

Communications and engagement

A key Trust value is ‘working together’ and our Trust communication and engagement commitment follows that theme. To that end, we will continually engage and involve our communities and partners in the services that we provide.

It is a continuing journey.

The new Heatherwood Hospital has been part of a long-phased programme of communications and engagement with a wide range of stakeholders. Currently, we are coming to the end of **phase 4** with the opening of the hospital on 28 March 2022.

Our communication and engagement plan and approach has been agreed with our local Healthwatch colleagues in Berkshire, Hampshire and Surrey. This includes updating multiple stakeholders and seeking views of recent and current patients, to understand any potential impact of the changes, how we could minimise any negative impact and maximise improvements to patient experience.

Phase 5 will then be a year-long focus on services that have moved or changed, and will allow us to gain a better understanding of the impact of the enduring Covid situation, together with the pressures on our acute sites. We will be seeking views of patients and their relatives or carers in particular, to enable us to monitor the impact and adjust as necessary wherever possible. The findings of this engagement work will be fed into a wider review that we will be carrying out into travel between all our sites, outlined in the following section.

Our communications and engagement aims are to:

- Ensure that the benefits of the new hospital and improved services are noted and celebrated.
- Ensure targeted engagement with recent and current patients of services, particularly where clinical pathways and/or locations need to change to best understand potential impact and opportunities.
- Ensure that key stakeholders are aware of the new clinical pathways and new models of care; what services are provided where.
- Ensure that our communities are aware of our ongoing engagement plans and how they can get involved.



Summary of changes for patients from Bracknell Forest

New and improved services

Ophthalmology

- New, additional service at Heatherwood focusing on cataracts.
- Dedicated day surgery rooms and theatre.
- Expect to be able to do 20 operations each working day.

Lithotripsy

- Hub/centre of excellence in outpatient setting.
- New dedicated operating procedure room.

Mammography

- New, additional service at Heatherwood providing a much better patient environment.

Endoscopy

- Additional suite, doubling from one to two suites.

Gynaecology (including screening)

- Providing a centralised service at Heatherwood with a review in 12 months.
- Many more patients will be treated and a one-stop approach brings all services under one roof.
- Since the move to Heatherwood, we have been able to see significantly more patients than before with fewer cancelled due to winter/Covid pressures and all provided in a better setting (for local anaesthetic, local procedure).

Urology

- Urology outpatients will remain an important part of the Heatherwood service, and will be improved, including a new one-stop prostate pathway, resulting in most patients making fewer visits and enabling much more speedy diagnosis and treatment for patients who would normally be anxiously waiting for their treatment.
- Overall more patients will be seen and the service will be more efficient.
- Patients can choose to visit other sites for multiple appointments or attend Heatherwood for a one-stop appointment.
- The improved service will enable diagnostic tests to be carried out in an outpatient setting, radically speeding up the cancer diagnostic pathway, as well as maintaining use of injections for bladder cancer in an outpatient setting. In addition, we will continue to provide urodynamics and the diagnosis of benign conditions.

- Plans are underway to consolidate urology services to create a second one-stop service at Frimley Park later this year.

Patient pathway changes

Orthopaedics

- A centre of excellence for planned orthopaedic surgery at Heatherwood Hospital.
- Most routine elective orthopaedic surgery currently carried out at Frimley Park will now be performed at Heatherwood. This means that more people can be treated, waiting lists will be shorter and surgery is more likely to take place.
- Trauma and complex surgery will remain at Frimley Park and Wexham Park.
- Orthopaedic outpatient appointments will continue to be provided in their current locations, so all patients will continue to have choice.
- Approximately 1,500 routine elective orthopaedic operations were carried out at Frimley Park over the first 10 months of 2021/22, with approximately 200 coming from Bracknell Forest. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

Paediatric outpatients

- This service will move from Heatherwood to a new community site in Bracknell two miles away, within the Brants Bridge facility.
- The outpatient service will still be available at all other current sites so patients can choose which site to go to.
- There were approximately 500 appointments from Bracknell Forest at Heatherwood over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

General surgery (inpatient and day cases) (including breast, colorectal, upper and lower gastrointestinal)

- These operations will be consolidated at Wexham Park and Frimley Park to allow us to specialise and carry out more orthopaedics, ophthalmology, urology and gynaecology procedures at Heatherwood.
- Patients will have the choice of which alternative site they wish to visit for their operation.
- There were approximately 166 appointments from Bracknell Forest over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

General surgery outpatients

- Most general surgery outpatients will move out of Heatherwood and be incorporated into current alternative locations.

- Patients will be able to choose where they go and, in practice, may opt to travel to the location offering the earliest appointment as many do now.
- Appointments will be available across the full range of alternative sites: Wexham Park and Frimley Park plus King Edward VII in Windsor, St Mark's Hospital in Maidenhead, Aldershot Centre for Health, Fleet and Farnham.
- We estimate that more than a third of patients who currently travel to Heatherwood for appointments will have a shorter journey if they choose to visit Wexham Park.
- There were approximately 500 appointments from Bracknell Forest over the first 10 months of 2021/22. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

Medicine outpatients

- Our medical specialties (neurology, rheumatology, haematology, cardiology and respiratory) will continue to provide outpatient appointments in Heatherwood although there will be a smaller number of clinics and so we will be focusing these appointments on local patients.
- Patients will have the choice of clinics in Wexham Park, King Edward VII, St Mark's and in the southern locations of Frimley, Fleet, Farnham and Aldershot. This means that, for many people who would previously attend Heatherwood, their appointment may be closer than currently.
- Approximately 30% of Bracknell Forest appointments will still be at Heatherwood.
- Approximately 1,150 appointments were from Bracknell Forest in the first 10 months of 2021/22 and so could now be seen elsewhere. These numbers may vary in the future due to the changes and improvements listed on pages seven and nine.

More information

For more information, or to share your views, please email: fhft.engage@nhs.net