The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	4 October 2022	**Agenda item:**	12
Report Title:	Modernising our Hospital – RAAC, capital programme and new hospital		
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Implications

Link to key strategic objectives *[highlight which KSO(s) this recommendation aims to support]*

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	**Modernise hospital and estate**	Staff engagement	Partnership working, clinical and financial sustainability	Healthy lives staff and patients	Investing in our staff

Board assurance framework	KS02 - Modernise hospital and estate	
Significant risk register	Current risk rating of 20 as described within risk 392	
	Y/N	If Yes state impact/ implications and mitigation
Quality	Y	The Trust must have a fit for purpose estate to deliver quality patient care.
Legal and regulatory	Y	The Trust must have health & safety compliant estate, to deliver clinical and non-clinical services from.
Financial	N	

Assurance route

Previously considered by:	This subject is a standing agenda item at the bi-monthly meetings of the Board of Directors and Finance & Activity Committee and a standing agenda item at Hospital Management Board.

Executive summary

Action required: *[highlight **one in bold**]*	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:

To provide an update to the Board of Directors on the following Estates-related programmes, including Reinforced Autoclaved Aerated Concrete (RAAC), the capital programme and the new hospital. This paper includes an:

- Operational update on RAAC, including the roof and wall surveys and the temporary propping and steel and timber support props in place
- Update on the remaining projects from year 1 (2021/22) of the RAAC programme
- Update on the business case to secure the full quantum of national funding for RAAC Years 2-4 to make QEH 'safe and compliant'
- Update on the work to accelerate the installation of failsafes in our main operating theatres

	• Update on our work to bring a new hospital to King's Lynn and West Norfolk, including the recent patient, local community and staff engagement events on the new hospital and our plans for a multi-storey car park
Summary of key issues:	The RAAC Years 2-4 business case has been approved by NHS England with an allocation of £80m. This will fund the installation of failsafes in six wards per year over three years, commencing this year, and in our main operating theatres. A £90m business case was approved at a previous Trust Board meeting and QEH continues to work with NHS England to secure the full quantum of £130m that is required to make QEH 'safe and compliant.' On the evening of 28 July 2022, an emergency call was made by theatre staff out of hours reporting a sagging in the ceiling within the main operating theatre corridor. This resulted in the immediate closure of three theatres and the corridor in the main theatre complex as a precaution whilst this was investigated. A framework of structural support was put in place as a precautionary measure to ensure safety. The failsafe work planned to commence in theatres in November 2022 has now been accelerated and started on 20 September 2022. It will take place over an 8-month period. The Trust has mitigations in place, and is exploring wider options with system partners, to minimise disruption to patients and the Trust's elective recovery programme. The full details will be shared at the October 2022 Finance and Activity Committee and via the system's Elective Recovery Board. As the Trust awaits the national announcement on the eight further new hospital schemes, it continues to press its compelling case. The Trust is 'ready to go' pending an announcement which is expected in the months to come. Work is underway on the development of a business case and planning application for a new multi-storey car park which is a key enabling scheme for the new hospital. This work has been supported by a number of patient, local community and staff engagement events which were held during September 2022. The feedback from these events will inform the planning application which will be submitted in the month to come.
Recommendation:	The Board is asked to: • **NOTE** the latest operational position with regard to the surveys, the temporary propping and steel and timber support props • **NOTE** the update on the remaining 2021/22 RAAC Year 1 projects • **NOTE** the update on RAAC Years 2-4 programme • **NOTE** the update on the acceleration of failsafe works in our main operating theatres • **NOTE** the new hospital update and the update on the recent engagement events on the Trust's case for a new hospital and plans for a new car park
Acronyms	RAAC – Reinforced Aerated Autoclaved Concrete NHSE – NHS England NICU – Neonatal Intensive Care Unit HMB – Hospital Management Board
Appendix 1	Roadmap for Modernising QEH 2022/23 – updated August 2022

1. Current position of surveying and temporary measures

The tap and test survey for the roof planks and the wall planks has now been completed.

There are currently 70 acrow props in situ and 1,528 steel and timber support props (or failsafes) in 56 areas of the hospital (both clinical and non-clinical).

2. RAAC Year 1 (2021/22) programme update

The Trust continues to make good progress with the delivery of the remainder of the programme which are vital elements in modernising QEH for patients, their families and our staff.

ENDOSCOPY UNIT - The Endoscopy Unit opened to patients on 20 September 2022 and was officially opened by CEO Caroline Shaw the following day.

3. RAAC Years 2-4 business case for emergency capital funding

The business case was approved by the QEH Board in April 2022 ahead of submission to the national RAAC NHS England team for approval. An £80m capital allocation has been made to QEH for the next 3 years – Year 2 (2022/23) £30m, Year 3 (2023/24) £25m and Year 4 (2024/25) £25m. The QEH business case highlighted the need for £130m to implement the failsafe structure across the first floor of the hospital and undertake the necessary backlog maintenance alongside this work – this was the Trust's preferred option. Option two described a programme of installing RAAC failsafes across the first floor of the hospital, which requires £90m funding over 3 years.

The RAAC NHS England team have advised that the allocation for the funding must be purely for the RAAC failsafe works and must not include backlog maintenance. A risk assessment has been completed highlighting the shortfall in the funding required and the impact on the backlog maintenance, some of which makes sense to do alongside RAAC works. The regional NHS England team have supported the request for funding for compliance and backlog maintenance and are negotiating with the National NHS England team.

4. Theatre Incident

On the evening of 28 July 2022, an emergency call was made by theatre staff out of hours who reported a sagging in the ceiling within the main theatre corridor. This resulted in an immediate closure of three theatres and the theatres' corridor as a precaution whilst the sagging was investigated. A framework of structural support was put in place as a precautionary measure to ensure safety.

The sagging was a result of the connecting brackets (unistruts) which hold the ventilation system in place, becoming detached from the concrete RAAC ceiling planks. This risk combined with the lack of visual access to the theatre planks means that we have prioritised the installation of failsafes in this area as soon as possible.

Timescales for the accelerated theatre failsafe programme

- **Phase 1** – 20 September 2022 to 23 January 2023, covering theatres 1 – 4 and recovery area
- **Phase 2** – 23 January 2022 to 30 April 2023, covering theatres 5, 6, 7 and theatre entrance
- **Phase 3** – Former Endoscopy Area & ITU – could overlap Phase 2 (detailed programme to be agreed)

In order to expedite the theatre failsafe work alongside the agreed RAAC failsafe programme of six wards per year, a formal request has been made to the NHS England RAAC Regional Team to release £5m into 2022/23 from the funding allocated for 2023/24. The request submitted outlines the programme of work required to complete the theatre failsafe works, and the importance of carrying out the works as soon as possible recognising the impact the structural issues with the roof are having on theatres staff as well as noting the unsuitable environment for our patients.

The Trust is working through the full implications of the phased closure of the theatres on the Elective Recovery Programme, which will see more theatres closed over a longer time period than originally planned. The Trust is seeking support from system partners as appropriate, with discussions taking place via the Elective Recovery Board.

5. RAAC Years 2-4 programme

Years 2-4 of RAAC (£80m) will see a rolling programme of failsafes installed across the first floor of the hospital (six wards a year including our operating theatres) as we continue to address the challenges with RAAC and maximise the safety of the hospital.

WINDSOR WARD - now that Windsor Ward is vacated (occupants moved to West Dereham) demolition works have commenced to expose the ceiling so that failsafes can be installed.

CASTLEACRE WARD - the work will commence on Castleacre Ward (occupants moved to Brancaster Ward) now the temporary Neonatal Intensive Care Unit (NICU) has moved back into the newly-refurbished NICU suite (July 2022).

Once the failsafes have been installed – Castleacre and Windsor Wards will become the two main decant wards as our rolling programme of failsafing progresses.

INSPIRE CENTRE – one of the buildings on our site which is affected by RAAC is the Inspire Centre. We plan to demolish the facility in January 2023 as part of our Year 2 RAAC programme. Installing failsafes would not prolong the life of the building and demolition will enable us to make the most effective use of the space for our patients, visitors and staff in the long-term. The site houses our Unison Office, Vaccination Centre and on-site nursery and affected teams and services will be re-provided on the QEH site.

6. Governance and oversight of strategic estates projects and delivery

In order to ensure that all projects are aligned across the Trust, a core operational group led by the Deputy CEO meets weekly to discuss the crucial milestones within the week and actions required to meet the milestones.

A monthly Strategic Estates Group, chaired by the Deputy CEO, with Estates, Divisional and Operational representatives, alongside Procurement, Digital and Communications representatives, is also in place to ensure that all strategic projects are mapped and aligned to the 'masterplan' for the new hospital scheme, and any independencies are known. The latest roadmap of activity is attached at Appendix 1.

The progress reports are fed into the Estates Delivery and RAAC Forum, and then through to the Use of Resources Executive Group and Hospital Management Board.

7. New hospital update

As the Trust awaits the national announcement on the eight further new hospital schemes, it continues to press its compelling case for a new hospital. The Trust is 'ready to go' pending an announcement which is still expected in the months to come.

Work is underway on the development of a business case and planning application for a new multi-storey car park which is a key enabling scheme for the new hospital. This work has been supported by a number of engagement events in September 2022 as part of the planning application process, and has provided an opportunity to update our patients and local community in more detail on the work to modernise the current hospital, summarise the long-term Estate Strategy (site 'masterplan') and the Trust's preferred new hospital scheme. Two staff events (online via MS Teams and an in person exhibition) and three public events (two in-person and one online via Zoom) have been held. Two of the events were rescheduled as a mark of respect following the death of Her Majesty Queen Elizabeth II.

The engagement exercise to support the development of a planning application took place between 30 August to 11 September 2022 with the rescheduled meetings taking place on 26 and 27 September 2022. The engagement was carried out in advance of the application being submitted and set out to provide appropriate opportunities for the public and stakeholders to share their concerns and aspirations for a new car park.

A Statement of Community Involvement has been developed to summarise the engagement activities undertaken in support of the planning application. It will also describe how QEH has responded to public, stakeholder and staff issues and concerns, and how the Trust has listened and how plans have changed in response to feedback.

7. Recommendations

The Board is asked to:

- **NOTE** the latest operational position with regard to the surveys, the temporary propping and steel and timber support props
- **NOTE** the update on the remaining 2021/22 RAAC Year 1 projects
- **NOTE** the update on RAAC Years 2-4 programme
- **NOTE** the update on the acceleration of failsafe works in our main operating theatres
- **NOTE** the new hospital update and the update on the recent engagement events on the Trust's case for a new hospital and plans for a new car park