

Investing in our hospitals

Developing the Poole Hospital site



- **Developing the major planned care facility for east Dorset**
- **State-of-the-art theatre complex**
- **Expanded Urgent Treatment Centre - open 24/7**
- **Growth in day case surgery**
- **Enhanced outpatient, cancer and diagnostic services**
- **Innovative new community hub**

The total programme of works runs up to 2026 and forms part of the £250m transformation and development plans for our hospital sites.



“This is an exciting time for Poole Hospital as we start the major transformation programme which will refurbish, modernise and develop the site so it is fit-for-purpose for its longer-term future. With the site being developed as the county’s major planned care facility, the new theatre complex is a priority for the Trust, as the existing facility urgently needs to be updated and expanded. Patients and staff alike will benefit from these investments which will provide much more space and a better working environment and form a key part of a major transformation and development programme of our hospital sites.”

Debbie Fleming, chief executive.

Poole Hospital - consolidating planned care

Poole Hospital is being transformed to become the major planned care hospital for Dorset, providing high quality and timely planned (elective) care for patients. This will include inpatient and day case surgery, plus a wide range of outpatient and diagnostic services. A modern 24/7 Urgent Treatment Centre will be situated on the site, providing swift access to urgent care for patients with non-life threatening conditions. Poole Hospital will also be developed as a community hub serving local people.

The designs meet modern best practice including:

- specialty specific guidelines
- improved privacy and dignity
- integration of technology
- infection control requirements
- access for all
- environmental standards and energy efficiency



How the Poole Hospital development fits with our wider transformation programme

The comprehensive Dorset Clinical Services Review (CSR) led by clinicians across the county resulted in plans to radically transform local health and social care services. This included (a) greater emphasis on prevention and early intervention, and supporting people to live healthier lives (b) the development of robust, integrated community services available seven days a week, so that people only go to hospital when absolutely necessary, and (c) the development of stronger networks between the hospital sites in Dorset, to enable best outcomes for patients and best use of resources. The plans also include significant improvements to local mental health services.

On the eastern side of Dorset, the development of Poole Hospital is taking place at the same time as the Royal Bournemouth Hospital is redeveloped to become the major emergency care site serving local people. This will include new facilities for emergency and critical care services, a new maternity unit and children’s facilities, alongside the refurbishment of a number of wards and departments. Further improvements are also planned for the Christchurch Hospital site, including a brand new charity-funded Macmillan Unit and a senior living facility.

The Dorset transformation programme will be hugely beneficial for local people - delivering better care in much improved facilities for the expanding population of Dorset.

For University Hospitals Dorset, this means over £250m of investment - the largest in Dorset's history - and a "once-in-a-generation" opportunity to improve the future provision of healthcare for the whole of the Dorset and surrounding areas.

Benefits of developing a Planned Care Site

- ▶ Fewer cancellations due to emergency admissions
- ▶ A systemic and predictable workflow with less delays
- ▶ Increased patient safety through reduced variation
- ▶ A clear and sustainable pathway for patients
- ▶ Getting patients to the right place first time/at the right time
- ▶ Improved staff morale and job satisfaction leading to improved quality of care

Shorter waiting times

Consolidation of planned care on one site will provide rapid treatment of elective operations without the disruption or delay that can occur from high volumes of emergency cases having to take precedence. Thousands of patients each year will benefit from shorter waiting times as a result of the greater efficiencies associated with establishing a planned care hospital. The cancellations and reduced operating that takes place over the winter months will become a thing of the past.

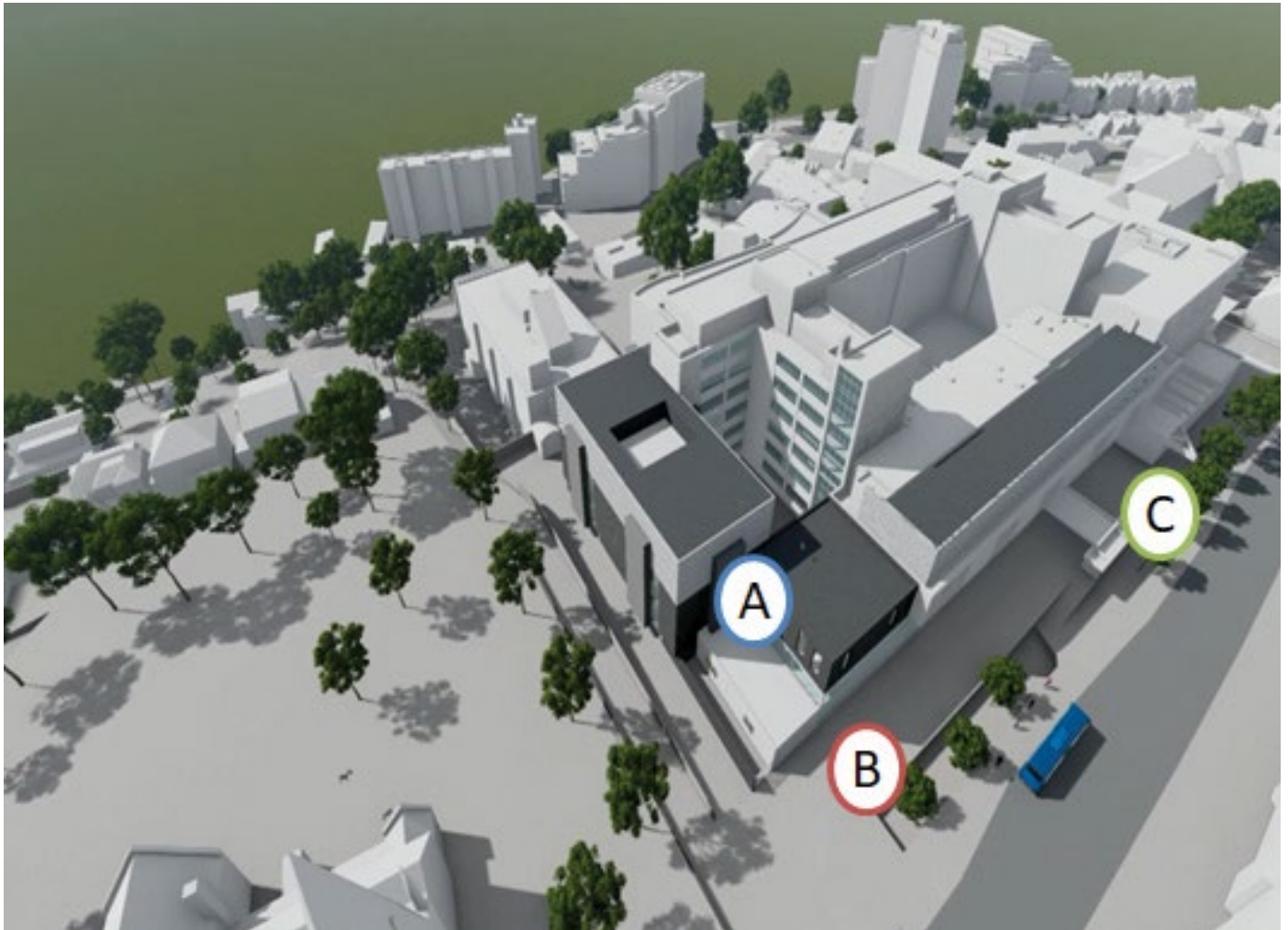
Easier access to planned care

Patients will have easier access to planned care once we have been able to establish the planned care hospital. Better decisions will be made due to swifter access to treatment and readier access to specialist expertise. Over time, as a result of patients being seen in a more timely way, we expect the new model to result in fewer emergency admissions and better clinical outcomes.

Better outcomes through revised patient pathways using both sites

We will be achieve better outcomes for patients by separating planned care from emergency care, and this is clearly demonstrated through the example of stroke services. We have recently centralised all hyper-acute stroke services at the Royal Bournemouth Hospital, consolidating all specialist care on one site. Evidence shows that this results in better survival levels, as well as better outcomes and quality of life following a stroke. Similarly, by combining our Transient Ischaemic Attack (TIA) or 'mini stroke' workforce, and basing the team at Poole Hospital, we are able to provide more robust and sustainable TIA services, away from the competing demands of the hyper acute stroke unit. We will be able to review more TIA patients within 24 hours of reporting symptoms, therefore reducing the risk of a full stroke, with its associated risk of disability or death. Clearly, this change will be of huge benefit for local people.

Guide to the site changes



Aerial view of Poole site

There are three main building changes:

- A** **Poole Hospital theatres -**
New extension incorporating 8 new theatres plus internal refurbishment work
- B** **Essential Services Laboratory (ESL) -** Local pathology service for quick turnaround tests
- C** **Urgent Treatment Centre (UTC) -** A GP led 24/7 facility for non-life threatening but urgent medical attention

In addition to these, the outpatient, day treatment/minor procedures and diagnostic services will expand.

There will also be internal changes to existing wards, to align them to the surgical procedures taking place here, and enabling therapy led rehabilitation to take place on site. Additionally, there will be better staff rest and wellbeing spaces to support our staff and a community hospital hub with beds.

What services are being developed?

The new **theatre build** will be an extension to the existing hospital building comprising of a brand-new purpose-built five storey tower. The development will be sympathetic to St. Mary's Church and the adjacent cemetery with the height and siting of the building from Longfleet Road having been considered to ensure that it does not block views of the church from surrounding areas.



The new theatre build at Poole Hospital - view from Longfleet Road

Construction of the new theatre block is due to commence in January 2021 with completion planned for 2023. Work has already started to make this happen.

The new building will incorporate a four-table 'barn' theatre. The term 'barn' theatre refers to a design where the main surgical area is large and open-plan, with each patient treated in a dedicated space with an ultra-clean air canopy over each station. There will be screens in place to maintain patient privacy and dignity whilst in this area.



“We are really excited that we are starting the build of our brand new theatres. These will improve patient care in the near future and are the start of a significant transformation and modernisation of theatres as we create a centre for planned care at Poole.”

Dr Isabel Smith, consultant anaesthetist and medical director for strategy and transformation.

This open plan working supports optimisation of space allowing larger theatre areas that provides a high quality working environment, with more natural lighting.

“Open plan working has the potential to allow for enhanced team working; expertise can be easily shared and intra-operative advice from colleagues easily sought. This has particular potential benefits in the training of non-consultant grade doctors. Surgeons in training can operate in parallel with their supervising consultant, allowing the opportunity for semi-independent operating with help and advice easily available in the next cabin.”

Review by Bournemouth University in conjunction with A.G.Dick, clinical fellow under Professor Middleton.



Visualisation representing the 'barn' theatre for Poole Hospital

Only 'clean' surgical procedures will be undertaken in this environment. This class of procedure refers to an uninfected operative wound where the respiratory, alimentary (portion of the digestive system) genital or urinary tract is not entered. It is anticipated that elective (planned) trauma, and orthopaedic surgery will be the majority of work undertaken in the 'barn' theatre, such as hip and knee replacements.

In the short term, the 'barn' theatre will provide substantial support to the trauma service at Poole Hospital, allowing patients to receive their surgery, more quickly, in a state-of-the-art facility. This will provide resilience to the trauma service over the next two to three years, before the final move and reconfiguration to become the planned care site.



“ We have an exciting opportunity to create, on a single floor at Poole hospital, a collection of operating theatres designed to support orthopaedic surgery including four large theatres within one space which will ensure we provide great care to patients and a state of the art working environment for staff. ”

Mr Richard Hartley,
consultant orthopaedic surgeon.

The ultra-clean air canopy over each station creates a positive pressure around each operating table and acts as a barrier between each theatre area reducing the risk of cross contamination. Screens can be used to both protect patient privacy and dignity and also to further prevent the risk of cross contamination.

In addition to the four-table ‘barn’ theatre, the plans include a further four new theatres in the extension and refurbishment of the existing theatres and ward areas once paediatrics has moved to the Maternity, Children’s, Emergency and Critical Care Centre (MCEC) at the Royal Bournemouth Hospital. This will create two dedicated surgical floors with a total of fifteen theatres on the Poole site.

The surgical focus at the planned care site will be on planned operation procedures. There will be a mix of surgical specialties including orthopaedics, urology, breast and lower gastro-intestinal services providing care at Poole hospital. There will be a **day-case unit** and several **surgical wards** on the Poole site to support this.

Alongside the dedicated orthopaedics wards, there is planned to be both a complex **orthopaedic rehabilitation ward** and a **therapy-led specialist rehabilitation ward**, supporting patients (for example, trauma patients) following surgery through the start of their rehabilitation, before they can be either discharged or moved to a community hospital for continuing care.

The **Urgent Treatment Centre (UTC)** will be open 24 hours a day 7 days a week, with services delivered by General Practitioners (GPs) and nurse practitioners. Consultant support will be available for these staff.

The Urgent Treatment Centre will see a large proportion of patients that currently walk into Poole Hospital's Emergency Department (ED). This includes all patients presenting with non-life threatening conditions such as fractures, cuts, abdominal pain and scalds/burns. The UTC of course by supported by on-site diagnostic services and pharmacy support.

Clinicians and managers from the Trust are working together with local GPs, primary care services, commissioners and the ambulance trusts to develop plans for expanding the existing UTC service at Poole, ahead of the final reconfiguration in 2025/26.



“At the new Urgent Treatment Centre we will still be able to see a large proportion of patients who currently walk into the Poole site 24hrs a day, 7 days a week with injuries such as broken wrists etc. These patients will be seen by experienced GP’s and nurse practitioners.”

Mr Lee Gray,
consultant in emergency medicine.

Accessing the UTC will be very straightforward - as well as a walk-in service, patients will be able to agree a booked appointment time by telephoning NHS 111. Some patients may be redirected to the UTC by their GP, whilst others (where appropriate) may be brought in by ambulance.



“There are already groups of patients who across the county go directly to The Royal Bournemouth Hospital, for example if a patient has a heart attack that patient is transported to Bournemouth with very good outcomes.”

Dr Farhad Islam, lead clinician,
emergency department, Royal Bournemouth Hospital.

There will be an Urgent Treatment Centre on both the Poole Hospital and the Royal Bournemouth Hospital sites, providing a locally accessible and convenient alternative for patients who need **urgent** rather than emergency treatment or care. This will ease the pressure on the Emergency Department located on the Royal Bournemouth hospital site, thus freeing up the team of specialists based there to treat the most serious cases brought in by ambulance.

There will be also be changes to pathology services at Poole, as the teams across the county reorganise to support the new models of care. Two **Essential Services Laboratories (ESLs)** will be established in Dorset - one at Poole Hospital and one at Dorset County Hospital - providing swift turnaround for a range of essential tests. At the same time, all hospitals in Dorset will be supported by the brand new Pathology Hub, currently being planned for the Wessex Fields site, adjacent to the Royal Bournemouth Hospital. The new Hub will bring together the specialist laboratory teams and equipment that will provide a comprehensive service for the whole of Dorset and the surrounding area, working closely in conjunction with the ESLs. The centralisation of these services supported by the use of digital imaging will mean faster, better quality laboratory results for all Dorset residents.

As part of the future changes, we are looking forward to seeing the **further development of outpatient and diagnostic services** on the Poole Hospital site, as we continue our work to provide as much treatment and care as possible, without inpatient admission.

A wide range of diagnostic services, including ultrasound, MRI and CT scanning will continue to be provided from the Poole Hospital site. As booked appointments on the planned care site, there will be much less chance of these being cancelled at short notice to support peaks in emergency demand.



Self-check in area in outpatients

Alongside these changes, there will be an **innovative community hub** on site, in line with the Dorset CCG's Clinical Service Review plans. This will incorporate both in-patient beds and outpatient services. 'It is still very much at the concept stage with a view to a 2026 start date. It will build upon the excellent work of the hospital community and social care teams who are already improving services to meet the needs of residents across Poole and east Dorset.

Building on our learning from Covid-19, the development of the Poole Hospital site involves the provision of **better long-term rest and well-being spaces**, to support our staff and ensure they feel valued. This will include a major upgrade of staff shower and changing facilities. In addition, we are **refurbishing the hospital's Dolphin Restaurant** with a wider selection of food and a far more appealing environment, to support those working within or attending such a busy hospital. The scheme includes the provision of new tables, upgraded decoration and a dedicated soft seating area as an area to relax.



Newly refurbished Dolphin restaurant

Finally, with the maternity services moving into the MCEC in Royal Bournemouth Hospital, there is potential to convert the St Mary's site into **key worker housing**, improving support to new staff and staff from overseas coming to work in the local NHS. Developing this site to meet the need for housing for NHS staff is an excellent opportunity to attract and retain staff.

Other services and recent investments



In addition to the services highlighted above, there will be on-going investment in a number of other services located on the Poole Hospital site.

Cancer care outpatient services will continue to run from Poole Hospital. There will still be oncology and haematology outpatient clinics and chemotherapy clinics running as they do now.

The **radiotherapy department** is also remaining at the Poole site and Robert White Centre at Dorset County Hospital and is undergoing an equipment replacement programme of the linear accelerators used for cancer treatments. New and upgraded facilities are planned with over £4m of investment. The department will continue to be providing the full range of radiotherapy and brachytherapy planning and treatments as it does currently.



Linear accelerator in radiotherapy

As well as this the **Treatment Investigation Unit (TIU)** will still be performing minor procedures and investigations and is likely to expand to take on more planned procedures in the future.

Endoscopy services will continue to run at both Poole Hospital and the Royal Bournemouth Hospital site, as they do at present. Plans for expanding these important services across Dorset are currently being developed.

A **new CT scanner** has recently been installed in the radiology department as part of work associated with optimising the lung cancer pathway. This equipment is also being used to support the faster diagnosis hub for patients with non-specific symptoms.

A recent £1m investment programme has provided a **complete renovation of our harbourside ambulatory gynaecology centre**. This dedicated unit affords expert gynaecology services in a purpose-built centre, providing patients with faster access to treatment and an improved experience.

Finally, **our new front entrance**, opened in autumn 2019 by local celebrity couple, Harry and Sandra Redknapp, is providing better space for patients, visitors and staff when entering the site as well as a range of retail options. The area also includes a patient information area and the hospital's first Changing Places toilet, which provides enhanced disabled changing facilities. These contain equipment to help people with limited mobility to use the toilet comfortably or get changed privately.

Environmental sustainability

Environmental sustainability is key to our future building development and site plans. The new theatre block will be constructed to a BREEAM 'Very Good' standard (an assessment of a building's environmental, social and economic sustainability performance). This represents performance equivalent to the top 10% of buildings in the UK (best practice).

- BREEAM 'Very Good' rating
- Actions under taken to reduce carbon emissions and improve energy efficiencies are all part of the project.
- Water usage will be optimised, using latest technology to reduce waste
- Materials used will be responsibly sourced to recognised standards including BES6001 and ISO14001.
- 100% of timber and timber-based products used on the project are to be 'Legal' and 'Sustainable' as per the UK Government's Timber Procurement Policy.
- The building design will also incorporate elements for climate change adaptation considering hazards, risks and mitigation from future climate change scenarios.

Access and travel

The Trust's sustainable travel plan and healthy travel options will provide:

- ▶ **Personal health benefits by more walking and cycling**
- ▶ **Improved air quality for all, by reduced car journeys**
- ▶ **Less carbon, to reduce global warming**
- ▶ **Public transport expansion**
- ▶ **Less congestion and reduced stress**
- ▶ **Reduce the need to travel to the hospital at all, by changing how services are delivered**
- ▶ **Reduced cost for sustainable travel to make it even more attractive**

Changing how our services are delivered is part of the Clinical Service Review. Practical examples about how this has started, and will develop include:

- The greater use of technology including more virtual consultations. This has increased hugely in response to Covid-19. The target is one third of the 300,000 hospital outpatient appointments could be delivered in this way on a permanent basis.
- Many supporting roles are now carried out by working remotely, enabling a reduction of staff on site. Across Royal Bournemouth, Christchurch and Poole Hospitals there are regularly 400 staff working from home, (up from 30-40 pre-Covid). Once again these reduce traffic during peak hours.



Clinicians across Dorset have led the way with virtual consultations, reducing travel to hospital

All these improvements are being taken forwards as part of the plans for future working practice in the Trust, and fit in with the environmental and sustainability plan.

Active travel

Cycling to work is actively encouraged, with a cycle park on site. Changing facilities and shower facilities are being increased on site with additional storage planned within the next 12 months. Poole has been working closely with Dorset Police to ensure security is as good as it can be, and they have come in to security tag bikes for staff to help recover bikes if they are stolen.

Poole, Royal Bournemouth and Christchurch hospitals took part in Bike Week UK this year, encouraging staff to cycle to work and promoting the health benefits.

Poole Hospital Charity have supported active fund raising events such as the London Marathon, Poole Festival of Running and just recently two members of staff cycled from The Royal London Hospital to Poole Hospital as part of a charity cycle ride.

Car parking

While all efforts are being made to encourage sustainable travel, some patients, visitors and staff will still need to arrive by car. Disabled, frail, and vulnerable patients and visitors need to have good access, if they have to attend the hospital.

A study will be undertaken to identify the best way to provide for electric vehicle charging to support the move to electric cars. A staff incentive scheme (salary sacrifice) also exists to encourage a shift to electric cars.

Staff parking on site is controlled through a car parking permit scheme. Staff have to pay to park, on average over £30 per month, with the exact amount dependant on their salary. Many staff if they live within three miles of the hospital, or on a bus route, are very unlikely to be considered for a permit, even if they wish to pay. Through this control mechanism the number of staff car parking spaces is already controlled very tightly. This gives confidence that any necessary changes to staff parking numbers can be regularly made to keep the site functioning and patients, carers and visitors able to park.

Public transport

Bus travel between sites is expected to be more reliable and quicker than driving and parking - it will also be cheaper and produce less carbon. Additionally, wi-fi provision on buses will allow better use of time for work or leisure, than car travel.

An express bus between Royal Bournemouth and Poole hospital will be set up, ahead of the transfer of services between sites. This would be open for staff and public travelling between the sites. We are working with BCP Council, Bournemouth University and other partners to design and procure this service and improving other routes will be a high priority.

This will be a major investment by the NHS. Evidence of local success is Bournemouth University, who have successfully grown bus routes on its “Uni bus” service. The trust will also work with the Council to support the Transforming Cities Fund project.

Boosting the local economy

The benefit to the local economy of investing in construction is considerable. A recent report from CBI and Oxford Economics shows that currently every £1 spent on UK construction creates £2.92 of value to the UK. It is envisaged that the transformation programme at Poole Hospital scheme will provide over 100 jobs in construction, both on site and off site, providing an invaluable boost to the local economy.

How the Poole Hospital development fits with other investments in health care

The comprehensive Dorset CCG-led Clinical Services Review (CSR) resulted in plans to develop a major planned care site at Poole.

Alongside this is the development of a major emergency care site at the Royal Bournemouth Hospital. This includes a significant new building incorporating emergency and critical care, maternity and children’s services alongside major refurbishments of wards, theatres, and other facilities.

Likewise, further changes at Christchurch Hospital are planned, including the charity-funded new Macmillan Unit. A public consultation in early 2020 also set out options to create a senior living community, with affordable shared ownership housing.

The CSR objectives involve some services being relocated to community settings, including directly into patients’ homes, reducing the demand for services on both hospital sites. The CSR also includes improvements in mental health, GP and community services, greater integration with social care, and ‘prevention at scale’ to improve public health.

This change in the way services are provided will be beneficial to the public, saving lives and delivering better care in improved facilities. It will future-proof provision of healthcare for the expanding population of Dorset.

Summary

This is an exciting time for staff and patients across Dorset, as we work together to take forward our transformation plans, and commence our £250m capital programme. This investment will see Poole Hospital become the main centre for planned treatment and care, serving large numbers of patients.

The transformation of Poole Hospital will see the construction of a new state-of-the-art theatre complex, development of a new Urgent Treatment Centre (UTC), expansion of its outpatient, cancer and diagnostic services, as well as the addition of a new community hub.

All our plans are part of the vision for improving services and outcomes for local residents, outlined in the Dorset Clinical Services Review. The Poole Hospital site will continue to be modernised and developed over time, as a modern, vibrant healthcare facility, serving local people well.

For more information

Visit the University Hospitals Dorset NHS Foundation Trust website and look at 'Investing in our hospitals' pages: www.uhd.nhs.uk

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