

**Report to: Trust Board – August 2012**

**Enclosure 5**

Title	Lingen Davies Centre
Sponsoring Executive Director	Julia Clarke – Director of Compliance and Risk Management
Author(s)	Sarah Faulkner – Centre Manager, Oncology
Purpose	Update on completion of Lingen Davies Centre

**Executive summary**

The Trust Board approved the Full Business Case for the Cancer & Haematology Centre in July 2011. The Project Objective was “to provide people from Telford, Shropshire and mid-Wales with a ‘one stop’ facility which is accessible, comfortable and will provide care of the highest standard for Oncology, Haematology and Head & Neck Cancer patients”.

Funding was entirely through Charitable donations, with over £5m being donated by Lingen Davies, Shropshire Blood Trust Fund, RSH League of Friends and Shropshire Head & Neck Charity/Trust Fund. Work began on-site in August 2011 and the building was handed over to the Trust, as planned, on 20 August. Final post-building work is being completed – landscaping, ‘snagging’ deep cleaning etc. The project has also come in slightly under budget (£1,000 surplus) which will be used to enhance the Centre’s landscaping. Fundraising has continued throughout the building works to furnish and equip the new Centre. The necessary funds have been raised (almost £400k) and all the equipment and furnishing will be in place when the Centre fully opens on 17 September.

There is now a two floor chemotherapy and day treatment Centre and a new reception and refurbished outpatient facility with spacious, light and patient-designed layout with individually-controlled treatment chair spaces. In addition Lingen Davies have also supported the provision of four en-suite rooms for Head & Neck cancer patients at Princess Royal. There has been extensive involvement of users and carers in the design and the project Board has met monthly to ensure that timescales and budget have been adhered to. This state-of-the-art facility is entirely due to the generosity of the people of Shropshire and Mid-Wales

There will be an ‘Open Evening’ on Thursday 27 September for staff, GPs, local artists who have donated artwork, Project Board members and main charities for one hour tours of the new facilities. The Hamar Centre will also remain open for GPs to drop in to celebrate their 21<sup>st</sup> birthday. A similar event will be held for Lingen Davies fundraisers on Saturday 29 September. The Lord Lieutenant has been approached regarding a formal opening later in the year.

A post-implementation review will be held three months after occupation and reported to Finance & Performance Committee

Related SaTH objectives	SaTH Sub-objectives
FS - We will develop and deliver robust services that generate surpluses to reinvest in quality	FS1 Develop and implement sustainable clinical strategies
PGC - We will insist that we deliver the best service to our patients, GPs and commissioners	FS2 Develop and grow services which make a positive financial contribution
QS - We will always provide the right care for our patients and ensure that they suffer no harm	FS4 Maximise the productivity and efficiency of our services
LG - We will develop our internal processes to sustain our ability to change and improve	PGC2 Ensure our patients have a good experience
	QS3 Provide the right care, right time, right place, right professional
	LG7 Build service and redesign capacity and capability

Risk and assurance issues	Full risk log kept & managed by Project Board
Equality and diversity issues	Equality Impact Assessment undertaken as part of FBC
Legal and regulatory issues	Meets all building requirements (BREEAM excellent and very good)

**Action required by the Trust Board**

- to **NOTE** the Lingen Davies Centre Project completed on budget and on time 20<sup>th</sup> August 2012
- to **NOTE** the operational ‘go live’ date as Monday 17<sup>th</sup> September 2012
- to **NOTE** the invitation Board members to attend an open evening on Thursday 27<sup>th</sup> September 2012.
- to **THANK** all fundraisers and charities for their contribution and support

# SHREWSBURY AND TELFORD HOSPITAL NHS TRUST

## Lingen Davies Centre completion

AUGUST 2012

### 1. Background

The Lingen Davies Centre was built to address the antiquated and inadequate environment used for the provision of oncology and haematology outpatient and daycase and head and neck cancer inpatient services at the Royal Shrewsbury Hospital through the development of a modern compliant facility which would enable services to be delivered from appropriate accommodation, thereby enhancing the patient experience and ensuring safe delivery of clinical services. It was recognised that although the clinical care was excellent, the environment was dated and at times frankly unsuitable for patients to receive their often life-saving treatment in.

The main service issues were:

- Services delivered in 3-4 different places throughout the hospital, meaning that patients need to move around to receive their care;
- Care was delivered in cramped surroundings, particularly in haematology clinic and daycare which were not fit-for-purpose and did not allow privacy and therefore dignity to be maintained. Patients were receiving treatments in areas originally intended as waiting areas
- Reception facilities were cramped and privacy is an issue;
- Notes storage was inadequate, which resulted in staff running from department to department looking for notes;
- There was a lack of counselling facilities and patients often receive very distressing news and need to do this in a suitable environment;
- There were no en-suite facilities for head & neck cancer patients who may in hospital for many weeks following radical surgery
- Haematology Day Care - The provision was extremely cramped with six treatment chairs and one bed space, all in one room. Patients are sitting within inches of each other and treatment space is extremely limited. There is one small clinic treatment preparation/clinical storage area.
- The continuing demand on the services exacerbated an already difficult situation
- The Oncology Outpatients facilities and radiotherapy waiting area were very dated and not patient-friendly – at some of the user design group sessions; patients remarked that it was like walking down to a dungeon to receive a death sentence. This led Lingen Davies to agree to provide additional funding to allow the completion of a new Entrance obviating the need to access the building via the ramp

Sufficient funds had been identified for the building – almost £5m but not for the furnishing & equipment so fundraising continued by Lingen Davies and Shropshire Blood Trust Fund whilst the building was being built. This was a risk but the response was better than could have been expected and the required amounts were raised in good time to ensure that new furniture and equipment can be purchased for the full opening of the Centre (any existing equipment and furniture surplus to requirements will be found alternative homes in the hospital). Patients and Lingen Davies trustees were very clear that they did not want patients to have to use second-hand equipment in a brand new building. Each of the chemotherapy treatment chairs now has enough space for two or three people to stay and support patients – something raised by patients during the design stage. They also have their own individual ventilation and electricity supply should patients wish to use their own electrical equipment with Wi-Fi access due to be provided.

The Project Board consisted of

Project Director – Julia Clarke

Clinical leads – Nigel O'Connor, Srihari Narayanan and Andrew Prichard

Oncology Centre lead – Sarah Faulkner

Finance- Chris Benham

Estates – Jim Winnall

Lingen Davies – Dr Barbara Marsh

Interserve (P21 Partner)

Costs Advisor – John Cooper

Project manager – David Clarke

## 2. Brief summary of Project

The basis of the design of the Cancer Centre at the Royal Shrewsbury Hospital was focused around four main drivers

- To create an enhanced sense of arrival;
- To create an architectural and interior strategy that makes the centre feel as one cohesive facility;
- To utilise a palette of materials that can provide a high quality design within the defined cost envelope;
- To create a genuinely sustainable building that maximises passive design principles and promotes a healing environment.

The main entrance to the Cancer Centre is now through a new spacious and light lobby, which removes the long and steep overgrown ramp to the previous entrance. The chemotherapy treatment and support areas are located on the ground floor of the rear extension. Patient feedback has been overwhelming.

The main reception to the haematology unit is situated opposite the main entrance to this department with a view to the waiting area and toilets. Consulting rooms are in close proximity to the waiting area, support and chemotherapy treatment areas are located on the first floor of the new rear extension. This area will provide facilities for Head & Neck Cancer clinics on a Monday afternoon.

- The FBC was approved at the June 2011 Trust Board following months of design meetings with planners, users, carers and staff which shaped the Centre
- Construction activity commenced on site on 22 August 2011. Practical completion for the complete works was programmed for 20 August 2012. The Guaranteed Maximum Price (GMP) approved as part of the Full Business Case (FBC) totalled £4,862,190 (including VAT). The Project has been completed on time and within budget.
- Staff and public competitions were held over the Summer 2011 to provide artwork for the new building (based on a landscape/skyscape scheme). The competition was fierce! Over 30 pieces have been selected and donated to the Centre
- There was also a consultation to name the new Centre – the overwhelming votes were for the Lingen Davies Centre for the whole building and for the two floors to be named 'The Oncology Suite' and the 'O'Connor Haematology Suite'
- On 5th April, the Trust took possession of the ground floor Oncology Chemotherapy Day Centre which then enabled the first decant
- The first floor haematology treatment area was completed on 10th May 2012, which then enabled the Oncology Outpatients team to decant from the ground floor and the second construction phase to commence.
- The first floor Haematology Reception and Outpatients completed on 23<sup>rd</sup> July 2012.
- A final Certificate of Occupation was issued by Building Control on Monday 20<sup>th</sup> August for the remaining building which included the Ground Floor Reception and Oncology Outpatients.

The attached plans show the overall layout of the Lingen Davies Centre. In summary they consist of:

### Ground Floor – Oncology Suite

- 8 consulting rooms in the Oncology Outpatients
- 24 treatment bays within the Chemotherapy Day Centre
- 2 treatment rooms in the Chemotherapy Day Centre
- 1 procedure room in the Chemotherapy Day Centre
- Information Centre
- Head and Neck CNS Office
- Oncology Consultants' office (10 person)
- Oncology Secretaries Office (8 person)
- Clinical Trials office

### First Floor – O'Connor Haematology Suite

- 4 consulting rooms for Haematology
- 10 treatment bays with the Haematology Day Centre
- 2 treatment rooms in the Haematology Day Centre
- Counselling and Information Room on the First Floor Haematology
- Haematology CNS, Oncology CNS and Palliative Care Offices
- Haematology Medical Secretaries

### 3. Next Steps

- Interserve Construction team will remain on site to conclude minor alternations internally and site clearance e.g. removal of the site office (porta-cabins) and temporary corridor for radiotherapy. The work will conclude by end August 2012.
- A series of patient experience events are being held over the next two weeks to ensure that the new Centre delivers a patient experience that matches the environment with a culture of putting the patient first.
- A series of events are planned for w/c 10<sup>th</sup> September 2012:
  - Delivery and installation of furniture and equipment
  - Media and Communications: Internal and external publicity to ensure all patients and staff are updated on the new locations for Chemotherapy Day Centre, Haematology Day Centre, Oncology Outpatients and Haematology Outpatients, together with the 2 receptions (Oncology/Haematology)
  - Alternations to internal and external signage
  - Alternations to telephones and IT
  - Clinical clean and final preparations for occupation.
  - Clinical Trials will relocate to Clinic 9
- The Oncology Outpatients will relocate to the Ground Floor of the new build on Friday 14<sup>th</sup> September. The Haematology Clinic 9 will relocate to the new Haematology Outpatients (O'Connor Suite) during the weekend of 15/16<sup>th</sup> September.
- The Oncology Centre will relocate all Oncology Clinics into the new Centre. The Outpatients Team are currently working with the Oncology Centre to review a transition plan from Clinics 5 and 6 to the new Centre. Head and Neck Clinics from Clinic 4 Outpatients will relocate to the new Haematology Outpatients (operating Monday afternoons).
- The Lingen Davies Centre will open fully on Monday 17<sup>th</sup> September 2012.
- Four side rooms with en-suite facilities for Head & Neck Cancer patients have been provided at Princess Royal Hospital, supported by Lingen Davies

The Trust will be hosting an open evening to showcase the new Lingen Davies Centre on Thursday 27 September 2012 between 5.30 pm – 8.30 pm. The open evening will provide an opportunity to meet staff working in the Centre and to view the new facilities, along with some of the fundraisers and artists. GPs have also been invited to attend and the Hamar Centre will also remain open for visits. Trust Board Members are invited to join the Oncology Centre at this event.

A post-implementation review will be carried out three months after the Centre becomes fully operational and reported back to Finance & Performance Committee.

### 4. Conclusions

The patients of Shropshire and Mid-Wales now have a state-of-the art, integrated spacious and patient-centred facility in which to receive their care. This is entirely due to the generosity of the people of the communities we serve, the tireless efforts of the fundraisers of all the charities involved and the commitment and dedication of the charities themselves.

This building is a testament to their efforts.

### 5. Recommendations

- to **NOTE** the Lingen Davies Centre Project completed on budget and on time 20<sup>th</sup> August 2012
- to **NOTE** the operational 'go live' date as Monday 17<sup>th</sup> September 2012
- to **NOTE** the invitation for HEC members to attend an open evening on Thursday 27<sup>th</sup> September 2012.
- to **THANK** all fundraisers and charities for their contribution and support