

UHMBT Capital Plan supports patients, colleagues and sustainability of services

Boosting colleague wellbeing, improving patient experience, making our services more sustainable, meeting regulatory requirements and achieving a return on investment are key parts of our £43 million UHMBT 'Capital Plan' for 2022 to 2023.

All of the Trust's large-scale building works and estates projects are incorporated into the plan for 2022/23 as part of the five-year UHMBT 'Capital Resource Plan'.

The main internal focus of this year's Capital Plan is on improving patient care and experience and enhancing the work environment for colleagues, by fulfilling Care Quality Commission (CQC) and other regulatory requirements. Recent CQC inspection reports highlighted the need for work on the Trust's estate to improve care and the hospital environment, so the Capital Plan addresses these with more than £22 million earmarked to complete this work.

Numerous clinical environment improvements and schemes designed to improve patient care which started in 2021/22 will continue to completion such as a theatres refurbishment programme at Lancaster and Kendal, and work to upgrade Ward 6 in Medical Unit 1 (MU1) at the Royal Lancaster Infirmary (RLI).

CQC recommendations relating to Same Day Emergency Care (SDEC) for Urgent and Emergency Care are included in the year plan to provide improved care for patients and a better work environment for colleagues. To facilitate this, we will develop a new Acute Frailty Unit and Frailty Intervention Team area at the RLI which will release space on the current Acute Medical Unit and Acute Frailty Unit footprint for more SDEC capacity in medicine. The aim of the SDEC service is to see and treat emergency patients who would otherwise have been admitted, with the aim of turning round the vast majority of those patients to reduce length of stay and keep them safe.

Stroke Service patients will be supported with a new stroke therapy space on the ground floor of the Centenary Building at the RLI. A courtyard adjacent to the 32-bed Stroke Unit will be developed as a space where patients can receive physiotherapy, occupational therapy and speech therapy. This service is temporarily housed in the former Costa unit near the main entrance of the hospital. Creating a special area next to the Stroke Unit will result in a better experience for patients who are recovering from a stroke and an enhanced work environment for colleagues.

To improve patient care and experience - and in response to the NICHE Review - the Urology Investigations Unit will be moved back into MU1 at the RLI, after being



temporarily moved during the COVID-19 pandemic. The Urology Investigations Unit needs investment to bring it up to a high standard to ensure excellent quality and safety of care for patients.

The Oncology Service will be moved from Westmorland General Hospital (WGH) in Kendal and back to MU1 in the RLI by late spring 2023; the initial move was designed to keep patients safe and was part of the COVID-19 response. This will increase Oncology capacity back to pre-COVID levels. Funding will be supplemented by designated charity contributions to provide a new and improved environment for the care of our patients. There will be an interim solution for the Oncology Service whereby Oncology will be done at RLI, but not in its permanent home.

One of the main improvements - subject to an Elective Recovery Fund (ERF) Capital bid - will entail work to transform Kendal into an elective surgery centre – with Barrow and Lancaster remaining as emergency centres. Having this arrangement will help to limit the impact on surgery in the event of escalating or new pandemics, and will create a vastly improved environment for patients and colleagues.

The Trust has already redeveloped Theatres 1, 2 and 3 at Kendal and the plan is now to develop new Theatres 4 and 5, creating a central hub with plans to move the majority of elective surgery taking place at Kendal. Further plans are being progressed on how this can be expanded further, with a Theatre 6 and additional procedure rooms so that 85% of elective surgery is undertaken at WGH, reducing levels of cancellations for patients and lessening the pressure on the acute sites.

To support this elective surgery proposal, a further bid for Community Diagnostic Centre funds for WGH has been made to improve patient care and treatment. This will work in partnership with GPs to enable the majority of elective diagnostic work to be undertaken away from the two acute sites, again helping to protect patients from any current or future pandemic, and to continue to drive down waiting list times. As part of this, a new dedicated scanning suite will be built with shared MRI and CT capacity replacing the currently hired modular units. Also as part of this scheme, FGH will get a second MRI.

Funds are identified within this scheme for investment in GP services, for example, providing more phlebotomy at GP surgeries rather than at hospital sites to make care closer to home for patients. There are also plans for a mobile clinic for harder to reach communities to enhance the accessibility of patient care, particularly in South Cumbria.

We are proposing a new Helme Chase Unit on site at WGH to facilitate the refurbishment and expansion of the Surgical Hub at WGH, which includes theatre expansion, recovery areas and procedure rooms. Working in partnership with the clinical staff, the first phase of this work was to relocate the existing Ultrasound



Room to a new location within the department; this work has now been completed. The second phase involves creating more clinic rooms, redeveloping the delivery areas and relocating office accommodation. Completing this second phase will allow the new Theatres 4 and 5 to be fully completed. Should the Trust approve Theatre 6, then the final phase of Helme Chase works will be to provide a new unit in an alternative location somewhere on the WGH site. The location is yet to be agreed.

In 2021/22, new high spec changing rooms for colleagues were created at FGH, with showers, locker areas and comfortable seating to improve the work environment. There are now plans to replicate this work to upgrade the changing rooms at WGH and the RLI in 2022/23 to further improve the work environment. Colleagues have said the new changing area at FGH has made a massive difference to their general wellbeing while at work.

Colleague health and wellbeing rooms at FGH, WGH and the RLI were created in 2021/22, and will be further enhanced to create a restful environment for colleagues in 2022/23. The wellbeing rooms continue to offer a space where colleagues can go to relax and let off steam. Health and wellbeing support materials, such as the COVID-19 Colleague Support Pack created by our Occupational Health Team, are available in these rooms and there is comfortable seating. One colleague said it was somewhere they could go to sit for a while, have a cry, straighten their crown and face the world again.

To make our sites safe and resilient for our patients and colleagues, further utility upgrade works will take place across UHMBT sites. MU1 in particular – will include upgrades to electrical systems, water supplies, heating and air handling systems. Critical and high risk maintenance will be carried out wherever it is needed.

The team is also looking at the Trust's IT systems such as the renewal of licences, replacing hardware and providing data security. Colleagues in the Community services teams will be given new laptops and mobile phones to fully support colleagues to provide enhanced patient care and to work in an agile way.

Capital and estates work successfully completed in 2021/22 included the following:

- Major refurbishment of the Ambulatory Care Unit, FGH
- New Stroke Rehab Unit, FGH
- New Energy Centre, RLI
- Vaccination hubs, FGH and WGH
- New Diabetic Centre, RLI
- Priority Admissions and Discharge Unit, RLI
- Theatre 1 Refurbishment, WGH (in progress)
- Theatre 4 Refurbishment, RLI
- Refurbishment of Endoscopy, RLI



- Refurbishment of Endoscopy, FGH
- Asbestos works, Women's Unit, RLI
- New water tanks and plate heat exchangers, WGH
- Helme Chase Maternity Unit Ultrasound, WGH
- New lifts and staircase for Medical Unit 1, RLI
- Refurbishment of ICU relatives' room at RLI
- Wards 4 and 5 refurbishment, RLI
- Additional Oxygen capacity, RLI.

Tim Povall, Operational Director of Finance for UHMBT, said: "All business cases for capital investment, whether that be for building work, new equipment or IT, will need to show that if we purchase it, it will contribute to the three core objectives of providing quality patient care, looking after our staff and assisting with our financial stability.

"We have agreed an indicative five-year allocation of resources, so we know roughly - subject to annual allocation - how much money we've got to spend over the next five years on our capital projects. For 2022/23 we have ranked and prioritised our capital plan according to need. We are working hard to get better value for money from our assets and capital investment to support our patients and colleagues.

"The majority of new IT system development is being led by an ICS collaborative approach and that investment tends to come with additional funds which may be awarded through the year.

"The New Hospitals Programme (NHP) is also an ongoing consideration, so we're keeping in mind what will make us safe until final decisions are made on the NHP. The NHP continues to develop in partnership with Lancashire Teaching Hospitals. We're working on the capacity modelling, outline designs, looking for suitable sites and such that we get the right sized building, in the right locations, at the right time and for the right price."

In addition to the work outlined above, funds are available from the NHS Together and Bay Hospitals Charity (BHC) to support patient improvements and staff welfare facilities in line with the bequests made.

Any colleagues who have ideas for developing areas for patients, or for their own wellbeing, can apply to Bay Hospitals Charity by [filling in this bid form](#) and sending it to the charity office email: charity@mbht.nhs.uk

Please contact Tim Povall about any suggestions for capital projects that would bring a benefit to the Trust, at: tim.povall@mbht.nhs.uk

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