

**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 July 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Bronglais General Hospital Chemotherapy Day Unit Project – Approval to Develop with Revised Relocation Plans
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Peter Skitt, County Director Ceredigion Rachel Stuart, Planning Project Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This paper describes proposals for the new Chemotherapy Day Unit (CDU) for Bronglais General Hospital (BGH), referencing the previous Hywel Dda University Health Board (HDdUHB) Board approval made on the 26th September 2019 to develop the Y Banwy option for the re-location of the unit; and, following the COVID-19 pandemic, proposes a revised re-location plan requiring the refurbishment of the Leri Day Unit, BGH.

The paper considers the key changes, rationale, associated timescales and revised funding strategy to seek approval to proceed in developing this revised option.

Cefndir / Background

It has long been recognised that the physical environment of the current CDU at BGH, currently located within part of the Leri Ward on the ground floor of the hospital, is not fit for purpose. Whilst the excellent clinical teams involved deliver the very best care possible, the current environment is in need of modernising to allow the very best of care to be given. As a result, an internal project group has been formed to explore the options to develop a new CDU within BGH to ensure that a safe, local and fit for the future solution is implemented for the delivery of chemotherapy and associated medicines for our patients.

The case for change remains as follows:

- An “Oncology Services Review 2015” undertaken by HDdUHB highlighted that the physical environment of the BGH CDU was unsatisfactory for both patients and staff in the unit.
- A Haemato-Oncology and Lung Cancer Peer Review 2016 highlighted that the CDU area was functionally unsuitable and there had been documented issues around patient confidentiality, dignity, privacy and safety.

The BGH CDU Project Group was established in 2017 to ensure a safe, local and fit for the future solution for the delivery of chemotherapy (and associated medicines) for Ceredigion patients. A Project Initiation Document (PID) was produced.

At the Charitable Funds Committee (CFC) meeting held on 20th September 2019, Members approved and agreed the development of a fundraising appeal under the umbrella of Hywel Dda Health Charities for a new CDU at BGH, subject to confirmation of the availability of the proposed location for the development, following the pilot of the shared care model with Y Banwy and Enlli Ward. The work on introducing this model of care continues.

The HDdUHB Public Board meeting held on 26th September 2019 agreed the proposal/ business case for the Y Banwy Option. The Business Case proposed that a fundraising appeal be developed under the umbrella of Hywel Dda Health Charities to meet the shortfall in funds required for the CDU development.

Since March 2020, Y Banwy ward at BGH has been used successfully for coronavirus patients, with evidence suggesting that retaining this facility would be of considerable benefit for any future service flexibility. Alternative plans have, therefore, been developed for the CDU to remain at its current location (Leri Day Unit) in a fully refurbished area.

At the CFC meeting held on 15th September 2020, a verbal update was provided by Mandy Rayani, Director of Nursing, Quality & Patient Experience, reminding members that the fundraising appeal had been approved at a Charitable Funds Committee (CFC) meeting on 20th September 2019, subject to the availability of a suitable location. The appeal was due to be launched in April 2020; however, was subsequently put on hold until a suitable location for the unit was identified following the pandemic, with an update to be provided when further plans are in place.

At the BGH CDU Project Group Meeting held on 24th September 2020, plans were presented to retain the CDU on an extensively refurbished Leri Day Unit, with the former Renal Unit being used as a decant facility.

At the HDdUHB Executive Team meeting on 24th March 2021, an update report on the revised re-location plans, funding assumptions and timelines was presented. The outcome of that meeting was to hold a formal charitable funds and Discretionary Capital Programme (DCP) discussion around funding the current projected shortfall.

At the CFC meeting held on 30th June 2021, the Committee approved the development of a fundraising appeal for a new CDU at BGH, subject to the development being approved at the July 2021 HDdUHB Public Board meeting. The CFC also endorsed and recommended for approval by the Corporate Trustee, an additional contribution of £671,301.09 from HDdUHB charitable funds for development.

Asesiad / Assessment

Key Changes and Rationale

Since the beginning of the COVID-19 pandemic, Y Banwy ward at BGH has been used successfully as an 18-bedded facility for coronavirus patients, and the evidence would suggest that retaining this facility would be a considerable advantage in terms of future service flexibility. In a non COVID-19 situation, this ward offers an ideal orthopaedic short stay facility, which would be fully supported by infection control and the HDdUHB lead for Orthopaedics. Should any future infection control situation require its use, then elective activity would be curtailed and

Y Banwy would become an outbreak ward. This plan re-purposes beds and seeks to fund them rather than close them. Alternative plans have, therefore, been developed for the CDU to remain at its current location (Leri Day Unit) in a fully refurbished area.

Inside Project Scope

Associated timescales

The scheme is expected to be approximately a 35-month project (18 months planning and 17 months construction). The Leri Day Unit timetable re-furbishment is shown below. The timescales relating to the duration of the fundraising appeal will be dependent upon the phasing of the capital development and associated works.

Fundraising		
Key phases	Months	Timescales
Development of fundraising appeal	3	August 2021 to January 2022
Launch of fundraising appeal	-	November 2021
Delivery of fundraising appeal	15	November 2021 to January 2023

Planning and Construction		
Key phases	Months	Timescales
Estate preparation and brief	6	August 2021 to January 2022
Concept Design	4	February 2022 to May 2022
Technical Design	8	June 2022 to January 2023
CDU decant	17	February 2023 to June 2024
Construction & Commissioning	17	February 2023 to June 2024
'Go live' date	-	June 2022

Decant arrangements for CDU from Leri Day Unit during the construction phase

The CDU will be required to decant during the construction and commissioning phase, anticipated to take approximately 17 months. An allowance for the decant has been costed in the Development Approval Form – provisional cost estimate shown below. A BGH CDU Decant Group has been established to discuss and explore potential accommodation options.

Revised funding strategy

The current financial situation, following the proposed change in the location for the CDU from Y Banwy to the Leri Day Unit is that capital costs have been estimated with a provisional project out-turn cost of £2,197,717 (inc VAT) for the scope of work for the proposed CDU and temporary decant. Once tendered costs have been received, more accurate capital costs will be known. A contribution of 20% of the original scheme cost in 2019 remains at £364,461 and is a pre-commitment from the HDdUHB's 2022/23 DCP programme. Current confirmed charitable funds as at Month 4 2021/22 are at £547,473 + £364,461 + £ 671,301 = £1,583,235 which is available to support the scheme. This leaves a funding shortfall of £504,482 and it is proposed that this shortfall will be met via a capital fundraising appeal, led by Hywel Dda Health Charities, as approved at the CFC meeting held on 30th June 2021. A breakdown of the current funding position is provided below:

1. Capital development	Total £	Status
1.1 Provisional Cost Estimate*	2,197,717.40	16 th June 2021 – V4
Total	2,197,717.40	
	(inc. VAT)	

2. Confirmed charitable funds	Total £	Status
2.1 Ceredigion Cancer Services T865	287,496.00	CFC approval September 2019. Held in UHB charitable funds.
2.2 B.A. Jenkins Legacy Fund T322	259,977.00	CFC approval September 2019. Held in UHB charitable funds. Future interest growth also approved.
3.1 BGH Chemotherapy Day Unit Appeal Fund T392	97,364.29	CFC approval June 2021. Donation from the former trustees of the Mid Wales Scanner Appeal (Nov 2019). Restricted for the CDU development. Held in UHB charitable funds.
3.2 Ceredigion Cancer Services T865	173,936.80	CFC approval June 2021. 80% of fund balance as of 31/03/21.
3.3 Bronglais Hospital General Fund T330	400,000.00	CFC approval June 2021. Supported by the BGH Hospital Services Committee June 2021.
Total	1,218,774	
4. Funding pending from other sources	Total £	Status
4.1 Mid Wales Colo-Rectal Cancer Fund	110,000.00	Receipt of funds pending. Verbal commitment of funds provided in October 2020.
Total	110,000.00	
5. Confirmed funding from other sources	Total £	Status
5.1 UHB discretionary capital funding	364,461.00	Approved as a pre-commitment from the UHB's 2022/23 discretionary capital programme.
Total	364,461.00	
6. Total funds available / pending	1,693,235.09	
7. Funding shortfall	504,482.31	*Fundraising appeal approved at CFC meeting 30 th June 2021

**Please note: scheme costs are estimates only at this stage and will only be known for certain once tenders are received, costs and budgets will be reviewed prior to awarding any contracts.*

Fundraising appeal approach

The capital fundraising appeal would adopt the standard four phase model in place. This model has been followed by a number of NHS charities who have developed successful capital fundraising appeals. The charity's fundraising team will provide strategic direction as well as managerial support to the fundraising appeal and to supplement this expertise, dedicated fundraising and marketing and communications support will be recruited to support the delivery of the appeal's fundraising strategy.

Should the fundraising appeal not meet its target, there would be an opportunity to extend the duration of the appeal following the initial 15-month period to align with the initial phase of construction work. Robust discussion prior to tender award stage and commencement of construction work would be held, with tender award stage only to proceed if outstanding balance of appeal is considered achievable.

Benefits

The benefits of the project are listed below:

- Improving patient experience, via promotion of dignity and respect.
- Providing a significantly improved environment for patients to offer comfort in modern surroundings.
- Providing a fit-for-the-future environment to deliver chemotherapy and haematological services, resulting in greater clinical efficiency and effectiveness for clinical staff.
- Additional facilities such as counselling rooms and private spaces to ensure the ability to deliver privacy and dignity to patients and their families.
- Providing the ability to deliver chemotherapy in a dedicated, safe environment by creating:
 - 6 bay treatment area with potential to expand to 8 bays.
 - Dedicated consultation/examination rooms along with chemotherapy treatment rooms.
 - Provision of a dedicated reception area together with dedicated outpatient areas (for up to 20 persons and 2-3 wheelchair users);
 - Provision of a Multi-disciplinary Team meeting room.
 - A social area (information centre).
 - Increased patient WC facilities.
- Allows Y Banwy ward to be used as a single roomed orthopaedic facility, ensuring infection control is optimised. The ward can also be utilised in the event of future infection control situations, as evidenced during the COVID-19 pandemic.
- The development of the new unit would ensure that the population of Ceredigion and the neighbouring counties of Powys and Gwynedd would be treated in a modern and welcoming environment to match the outstanding care they receive from staff.

Project risks and mitigations

The Project Group is responsible for the development's risk register together with mitigation measures. Any risks associated with the appeal will feed into the Project Group's risk register for monitoring on a monthly basis. The Project Group will provide quarterly reports to the Charitable Funds Committee on the progress of the fundraising appeal, and progress will also be reported regularly to the Capital, Estates and Information Management & Technology (CEIM&T) Sub Committee and periodically to the Strategic Development and Operational Delivery Committee (SDODC). The table below identifies the current risks and mitigations:

Risk	Mitigation
Reputational risk should the development be delayed or not approved by Board as significant levels of charitable funds donated for the development of a CDU will not be used for their intended purpose.	Original development approved by Board in September 2019. Revised proposal and a strong business case being submitted to July 2021 Board for consideration.
Fundraising appeal not meeting its £500,000 target within 15 months.	Comprehensive fundraising strategy to be developed to ensure appropriate resources to deliver the appeal, highlighted in the CFC SBAR 30 06 21. Opportunity to extend the duration of the appeal following the initial 15-month period to align with the initial phase of construction work.
Fundraising appeal not meeting its target following an extension of the appeal following tender award and commencement of construction works.	Robust discussions prior to tender award stage and commencement of construction work dependent on the balance of outstanding funds.

	<p>Tender award stage to only proceed if outstanding balance of appeal is considered achievable.</p> <p>Full balance of funds to be raised prior to go live date, 17 months after construction commences.</p>
<p>HDdUHB to assume responsibility for meeting any shortfall in funds.</p>	<p>Any decision to proceed at risk with tender award and construction work prior to meeting appeal target would be undertaken through the appropriate governance channels and be dependent on the balance of outstanding funds and risks to both HDdUHB and the charity.</p> <p>Limited discretionary capital funding available to make an additional contribution to the development.</p>
<p>Tender return costs significantly higher or lower than provisional cost estimate.</p>	<p>Estates team to follow the HDdUHB 'Mandatory project approval process prior to tender for construction and engineering projects' based on three key stages:</p> <p>Stage 1: Provisional cost estimate Stage 2: Budget cost estimate Stage 3: Pre-tender estimate</p> <p>Development costs will be re-evaluated at each stage of this process and the fundraising appeal target will be reviewed and refined accordingly.</p>
<p>Fundraising appeal exceeding its target or tender return costs less than pre-tender estimate.</p>	<p>Secondary purpose appeal. Any surplus funds could be legitimately used for Ceredigion cancer services.</p>
<p>Not receiving the funds committed by the external charity Mid Wales Colo-Rectal Cancer Fund (£110,000).</p>	<p>Verbal commitment given in October 2020. Regular communication with trustees who are awaiting formal approval of development before making a donation.</p>
<p>Reputational risks if the appeal is associated with unethical fundraising.</p>	<p>Fundraising Manager to oversee appeal activities ensuring all fundraising is ethical and in line with fundraising regulations.</p>
<p>Public opposition to an NHS charity launching an appeal of this nature.</p>	<p>Case for support, key messaging and marketing/communications strategy to emphasise public benefits and above and beyond nature of development and improvements to the patient and staff experience.</p>
<p>Decant of CDU to suitable location during construction phase.</p>	<p>A BGH CDU Decant Group has been established to discuss and agree potential options to ensure all staff are accommodated in a way that allows them to continue to work as efficiently and effectively as possible.</p>
<p>Permanent re-location of 49 WTE from the Leri Day Unit from the start of the construction phase.</p>	<p>A re-location project team has been established consisting of key stakeholders from BGH management team, therapies and clinical administration who are in</p>

discussions as to appropriate re-location options and timelines (see below).

Outside Project Scope

A project dependency outside of the scope of the project is reliant on the permanent re-location of 49 WTE therapies staff based in the Leri Unit. These staff are not part of the CDU configuration and during the COVID-19 pandemic, clinical teams adapted to new working arrangements, and traditional working patterns were altered to allow for this e.g. working from home. However, in those instances where this is not possible, a suitable working environment needs to be provided. There is currently a dedicated re-location project team consisting of key stakeholders from BGH management team, therapies and clinical administration who are in discussions as to appropriate re-location options and timelines.

Argymhelliad / Recommendation

The Board is asked to **CONSIDER** the proposals for the new Chemotherapy Day Unit (CDU) for Bronglais General Hospital (BGH) and **APPROVE** the re-location plans of the revised option.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	A project risk register is under development and is managed by the Project Team. Risks are summarised under the assessment section of this SBAR.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	1.1 Health Promotion, Protection and Improvement 3.1 Safe and Clinically Effective Care 3.3 Quality Improvement, Research and Innovation
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Hywel Dda University Health Board Oncology Needs Assessment 2015. Haemato-Oncology and Lung Cancer Peer Review reports (2016).
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Rhestr Termiau: Glossary of Terms:	Included in the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	BGH CDU Project Groups Director of Operations Assistant Director of Strategic Planning County Director for Ceredigion Discretionary Capital Projects Manager Head of Hywel Dda Health Charities Lead Cancer Nurse Associate Specialist – Oncology

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Included in the body of the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	The refurbishment and upgrade of facilities is intended to improve patient facilities.
Gweithlu: Workforce:	No additional workforce costs are anticipated as a result of this development.
Risg: Risk:	Included within the body of this report.
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	There is a reputational risk to the Health Board should the scheme be delayed or not be approved. This risk is highlighted and managed via the scheme Risk Register under development by the Project Team.
Gyfrinachedd: Privacy:	PIA screening has indicated that a PIA will be beneficial. This will be undertaken and managed by the Project Team.
Cydraddoldeb: Equality:	<p>Equality Impact Assessment screening has been undertaken and, at this stage, does not indicate adverse impacts for protected groups. Engagement with service users on the proposals to date will commence shortly. The needs of protected groups will be considered at all stages and there will be continuing engagement with key stakeholders to inform developments.</p> <p>This development will assist the Health Board in meeting the duties of the Equality Act 2010 to eliminate discrimination and advance equality of opportunity in giving the Health Board an opportunity to tailor the Ward environment and service delivery to meet the needs of service users.</p> <p>The proposals will align with the Health Board's Transforming Clinical Service's vision and provide an accessible environment that promotes dignity and respect for all.</p> <p>The relocation of the CDU area will provide an opportunity to address the problems identified in relation to the</p>

previous location with regards to overcrowding, lack of privacy and compromise to dignity.

Continuing engagement with staff and other key stakeholders will provide opportunities for feedback from all protected groups at all stages from planning and development through to delivery of services.