

From hospital to health campus



HEALTHY CITY DESIGN INTERNATIONAL



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a proposition that is much more than 20 years old

Building a 2020 vision:
Future health care environments

Published in 2001

The Nuffield Trust
FOR RESEARCH AND POLICY
IN EDUCATION, HEALTH SERVICES



Home

Health and social care
centres up to 10k close to
home

Community care centres
100k heart of the community

Specialist care centres 250k,
500k, 1000k on central city
sites

Self care
Monitoring
Automated treatment
Information and advice
NHS direct

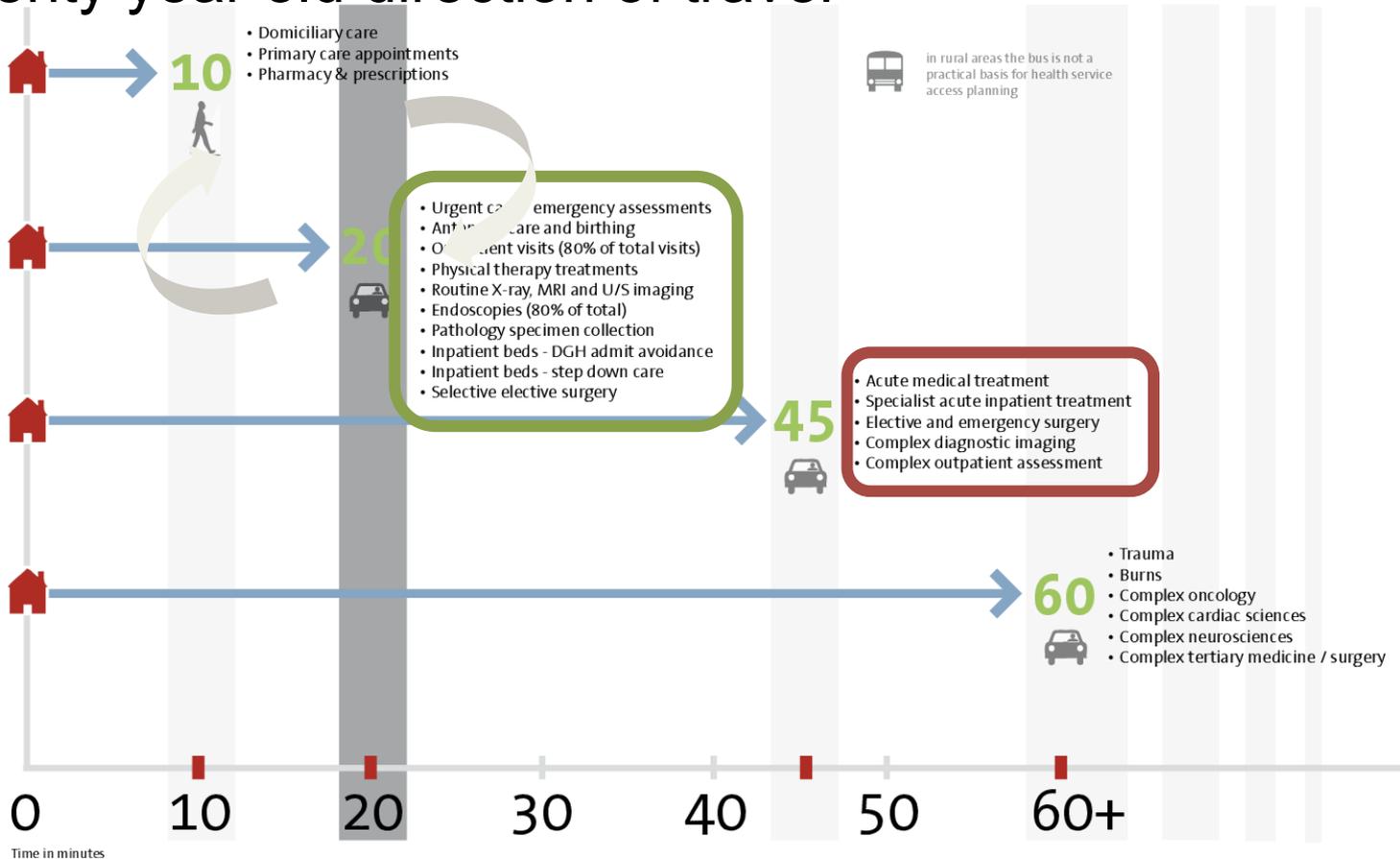
Social care
Primary care
Outreach care
Information and advice

Basic diagnostic services
Day interventions
Minor injuries
Nurse led inpatient care
Intensive rehabilitation
Chronic care management

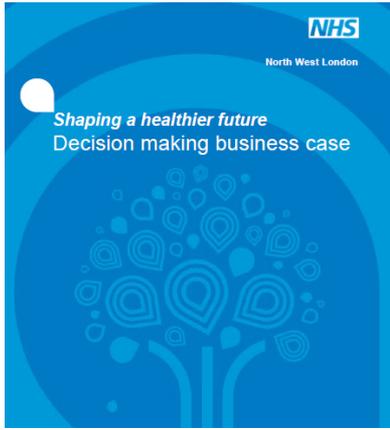
Planned interventions
Emergency care
Complex diagnostic treatment &
inpatient care



twenty year old direction of travel



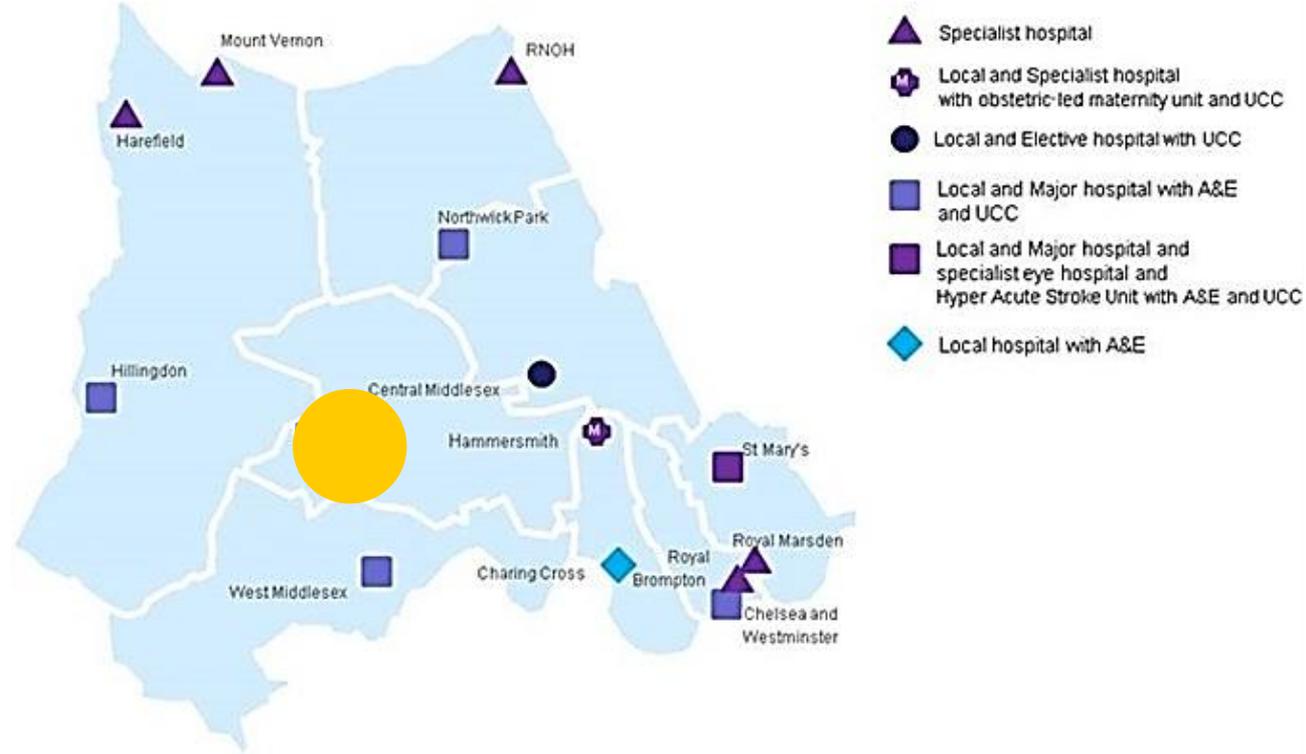
hampered by a lack of political awareness



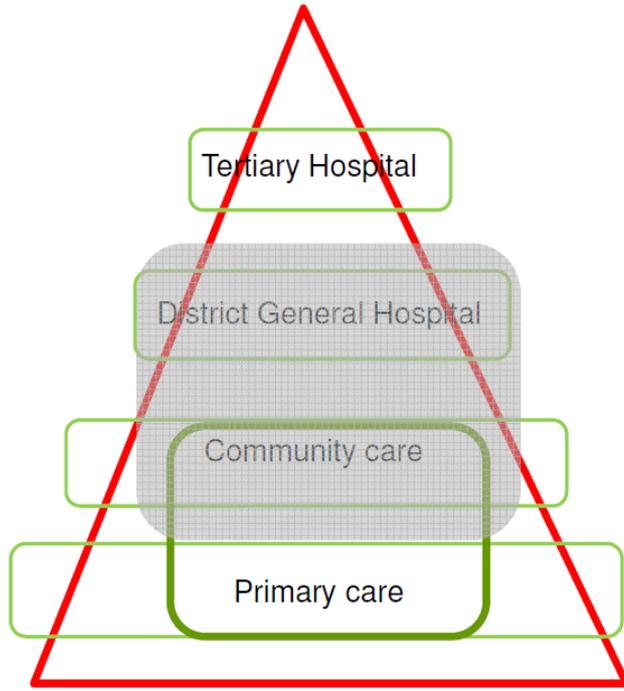
**Shaping a Healthier Future
was meant to save £1
billion**

**abandoned at a cost of +
(?) £75 million**

**based on a very
dangerous set of
assumptions**



met by political mistrust



Oxymoron: top down driven community medicine

How can we resolve this fundamental contradiction ?

The offer:

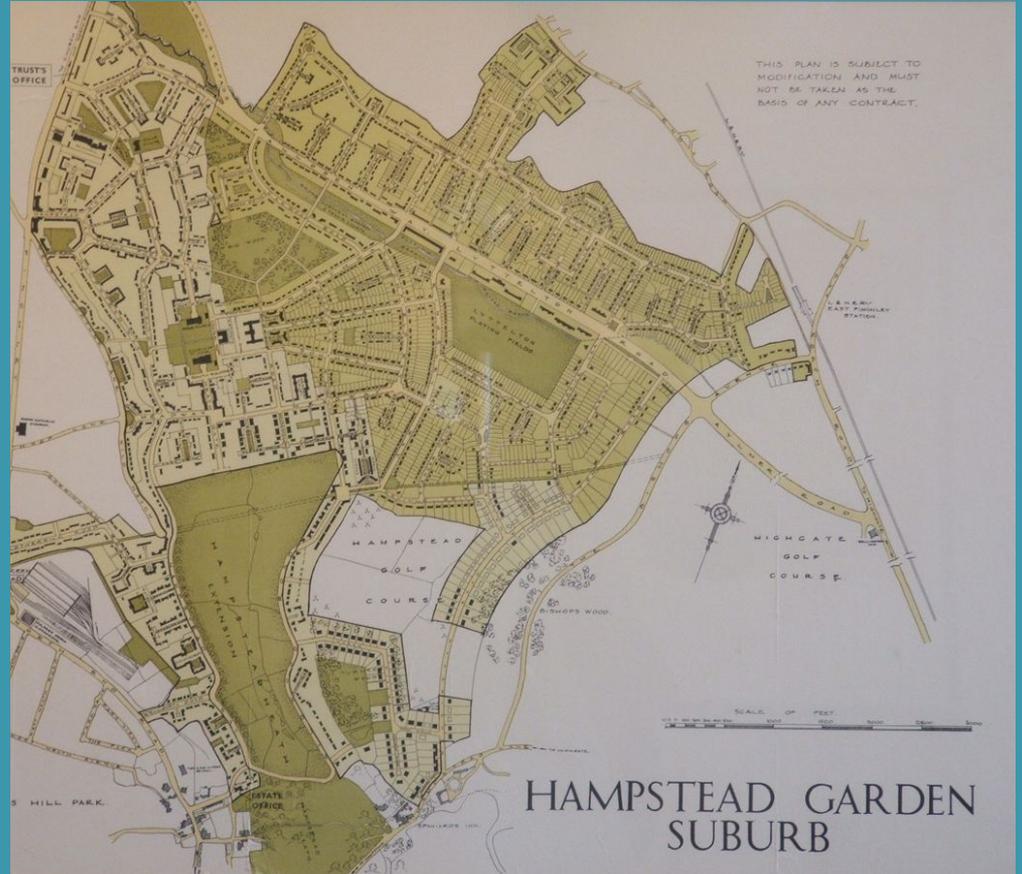
model health communities – the health campus in the title - created by assembling the relevant commissioning agencies - health / housing / social care / local government / commercial investment – with local communities

Model health villages: the health campus

Exemplar projects of model health villages on parts of England's unused or decrepit health estate to provide a new generation of health facilities and create balanced communities.

It will create concrete examples of what the components of the 21st century health estate actually are – health and social care, mixed use, low-zero carbon developments.

The public estate has public responsibilities beyond achieving very short term gains by disposing our land without applying performance or social gain criteria.



We must overcome a fundamental lack of curiosity



Redevelopment of Ealing Hospital
Commercial Review Of Outline Business Case for NHSI

11 September 2017

Offer:

For public consultation



Community Hospital 22 000 m2

New Hospice

90 care beds

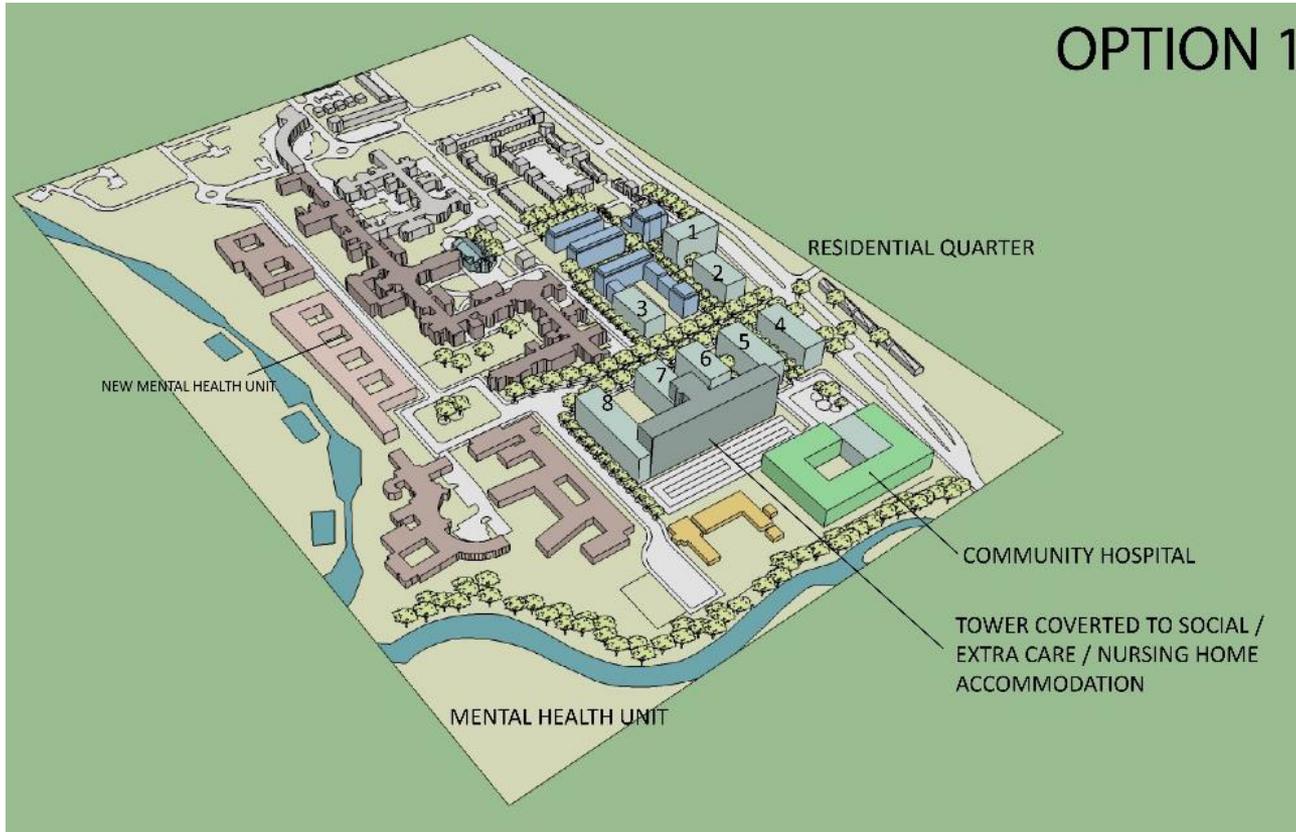
150 social housing units

350 flats for rent or sale or shared ownership

Cost to the public purse : £24 million



Leasehold type development

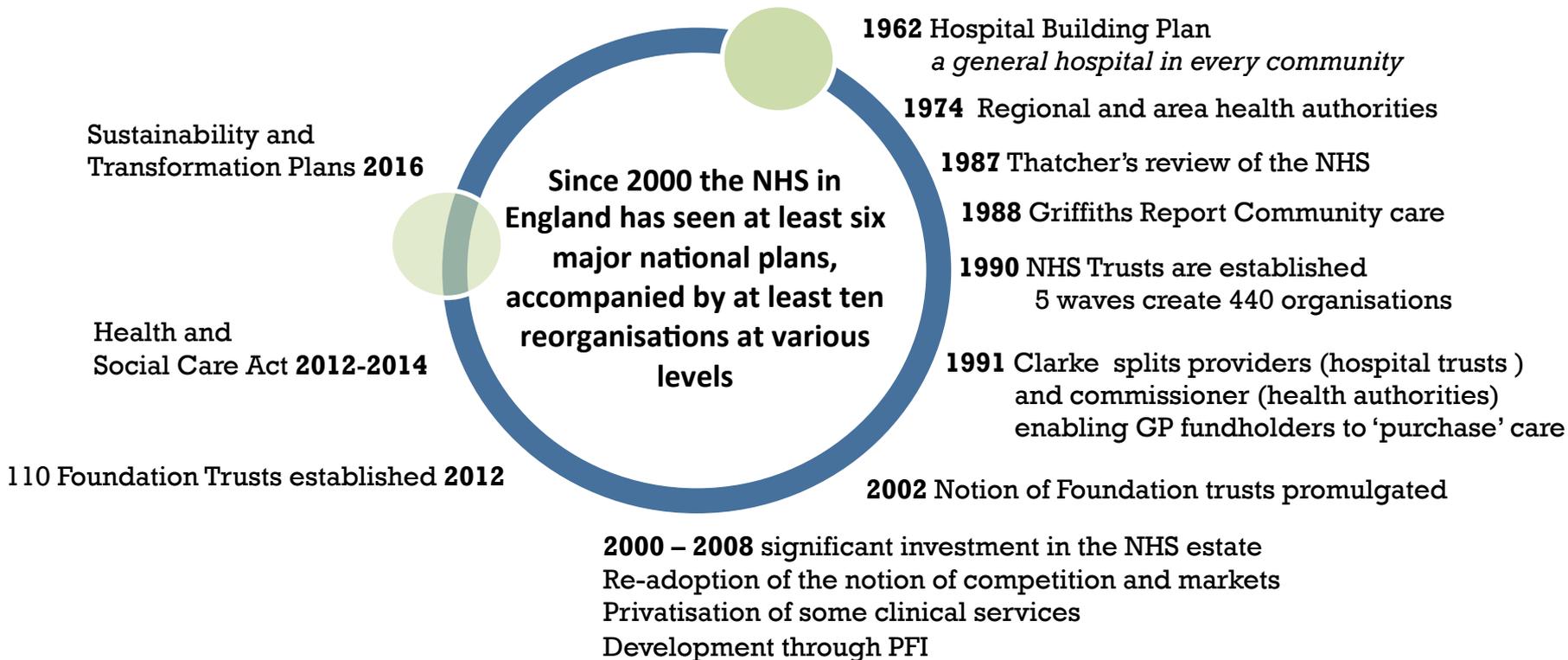


The Residential Development delivered through Option 1 will deliver some £90,000,000 to the Trust (£72,340,000 + £16,500,000 = £88,840,000).

This set against an assumed Capital Cost of a new build Local Hospital in line with the Schedule of Accommodation presented at £114,000,000.

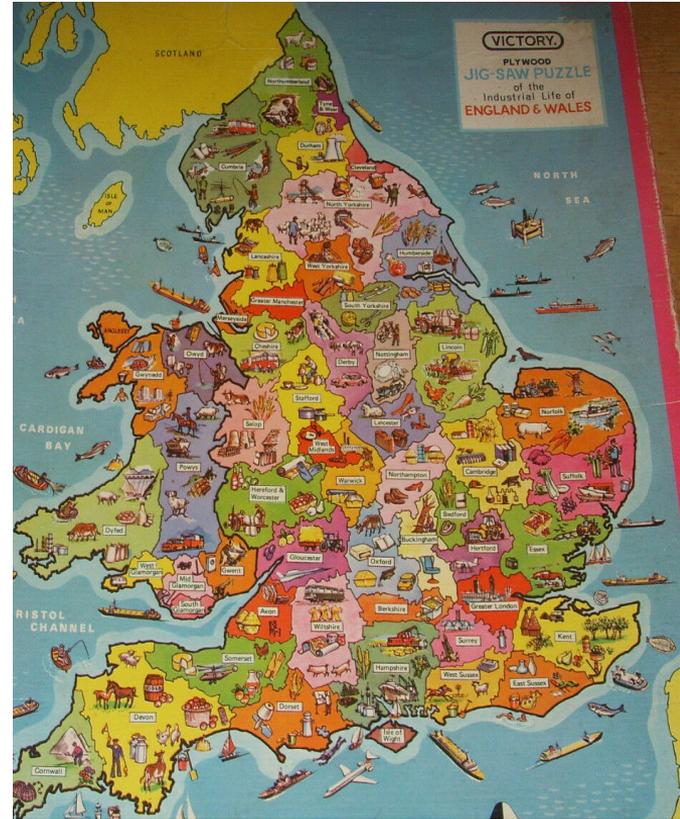
Thus the Capital 'ask' is £24 million, which was £66 million less than the OBC which was developed and then rejected.

why ? we have made it rather difficult for ourselves



44 Sustainability and Transformation Partnerships

responsibility without
commissioning
power

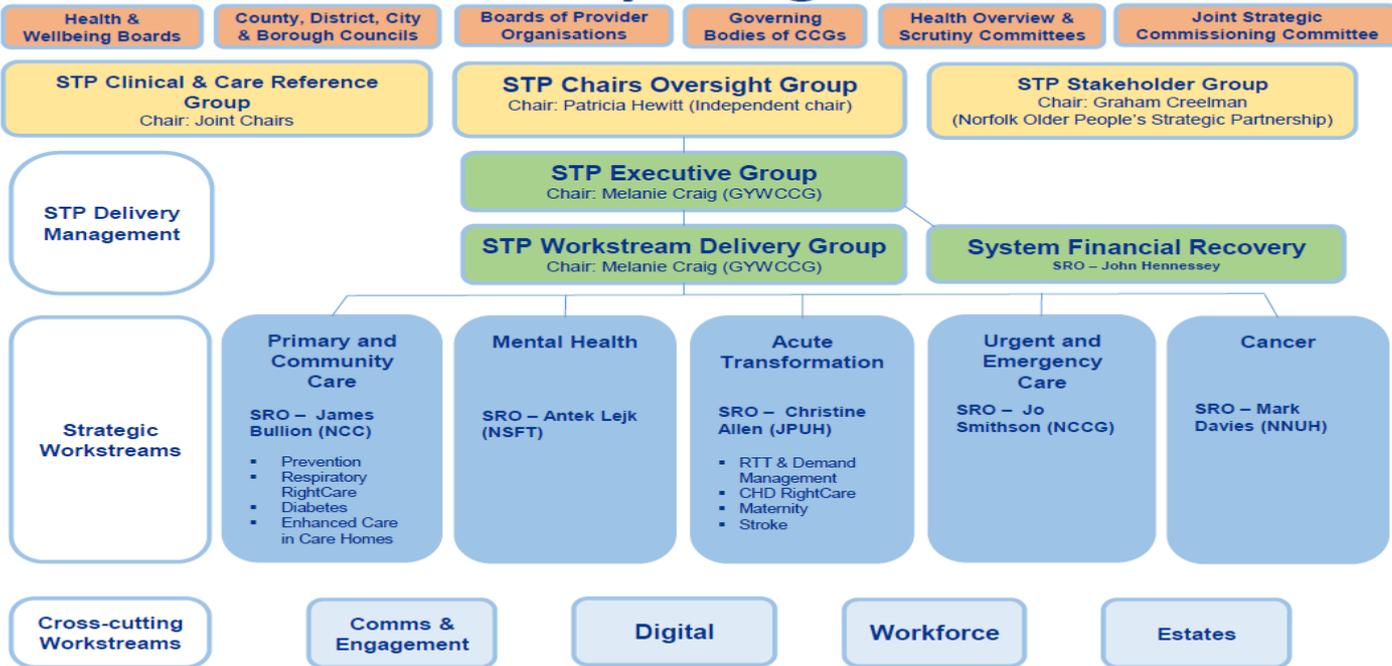


A degree of complexity

DRAFT



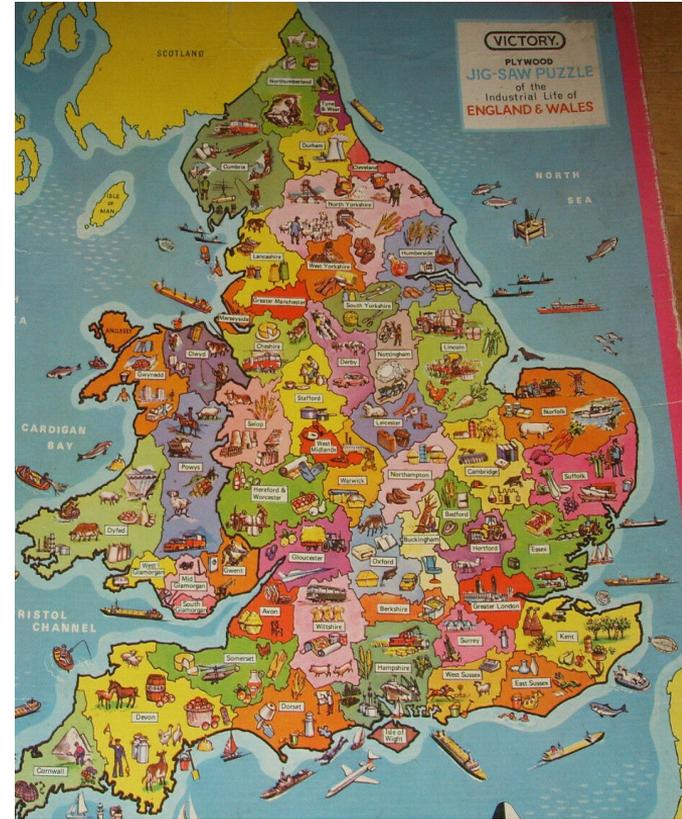
Norfolk and Waveney STP governance



The current disposal directives are unfair

Gov.uk index of land prices per hectare

Barrow in Furness	£1.2 million
Blackburn	£0.7 million
Bournemouth	£3.2 million
Copeland	£0.4 million
Greenwich	£28.4 million
Islington	£52 million
Kensington/Chelsea	£91 million
Manchester	£1.8 million
Waveney	£0.7 million



current healthcare opportunities: dispose or develop?

Exemplar projects for health villages on surplus health estate to provide upgraded or new health facilities within healthy communities.

Achieve a 'health return' from public assets, land and buildings to promote healthy lifestyle and wellbeing and secure significant carbon reductions.

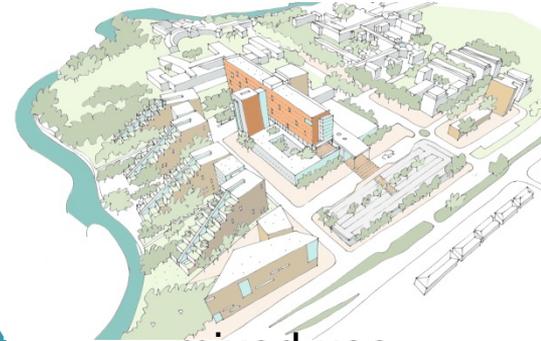
The development of housing in all its forms – social / affordable / sheltered / extra-care / for sale/ nursing home beds and mental health

housing for sale

nursing home beds

redevelopment of hospital land

social housing



mixed use communities

sheltered housing

extra-care housing

housing for life

Current healthcare opportunities: dispose or develop?

Primary Care Workforce
and Infrastructure Programme
NHS England

The LIFT Council

Director Reform

Community Health Partnerships

NHS Property Services

One Public Estate

NHSI

Healthcare Trust

multiplicity of
agencies

CCGs

STPs

Local
Authority

Commercial
partner

Social housing provider



Current healthcare opportunities: develop?

Public
engagement

Local
Authority

Commercial
partner

Healthcare Trust

Bottom up
development



CCGs

STPs

Social housing provider

squandered opportunities
should the disposal of hospital land apply
conditions of sale?



squandered opportunities:

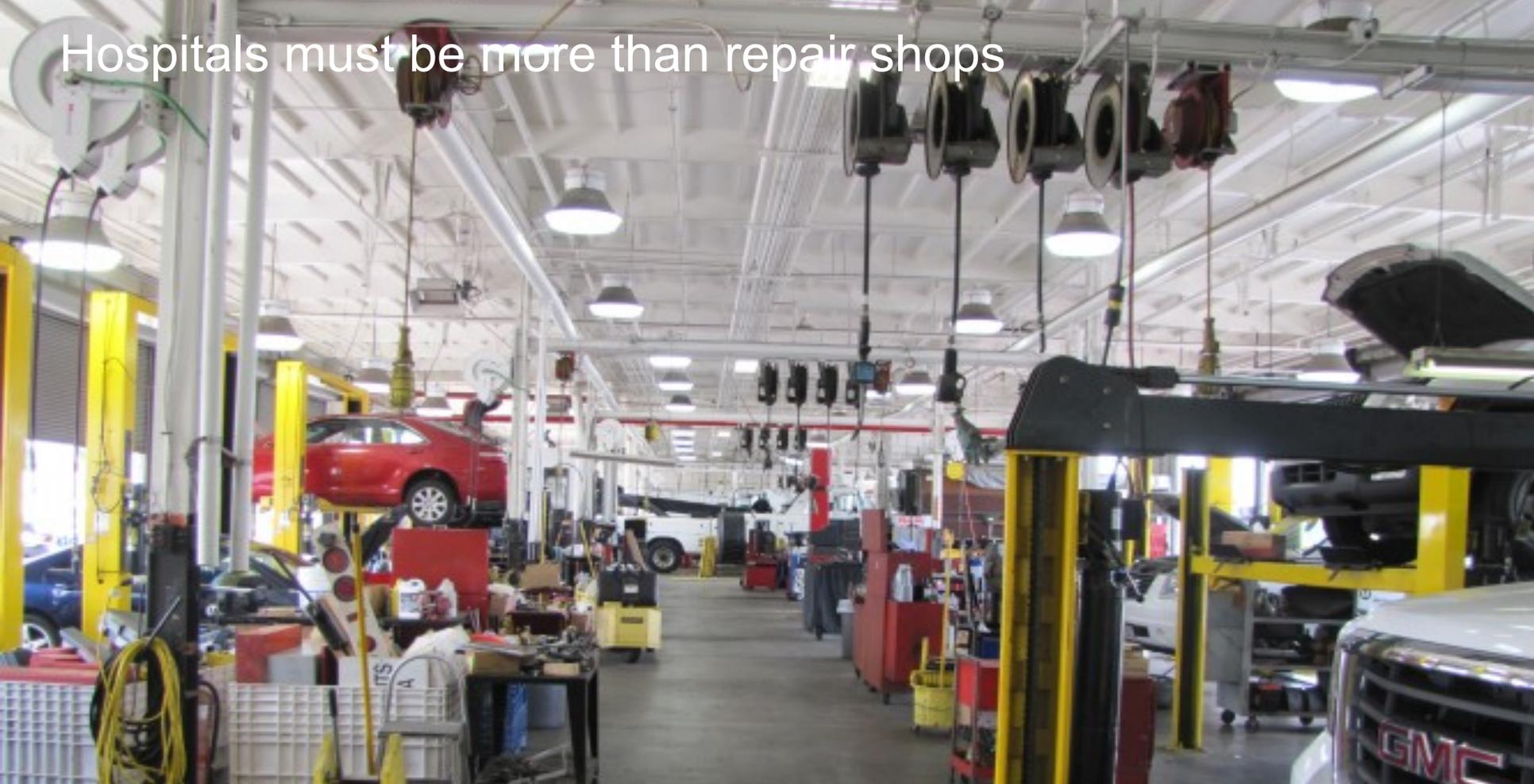
dragging us out of the 21st century into the first half of the 20th



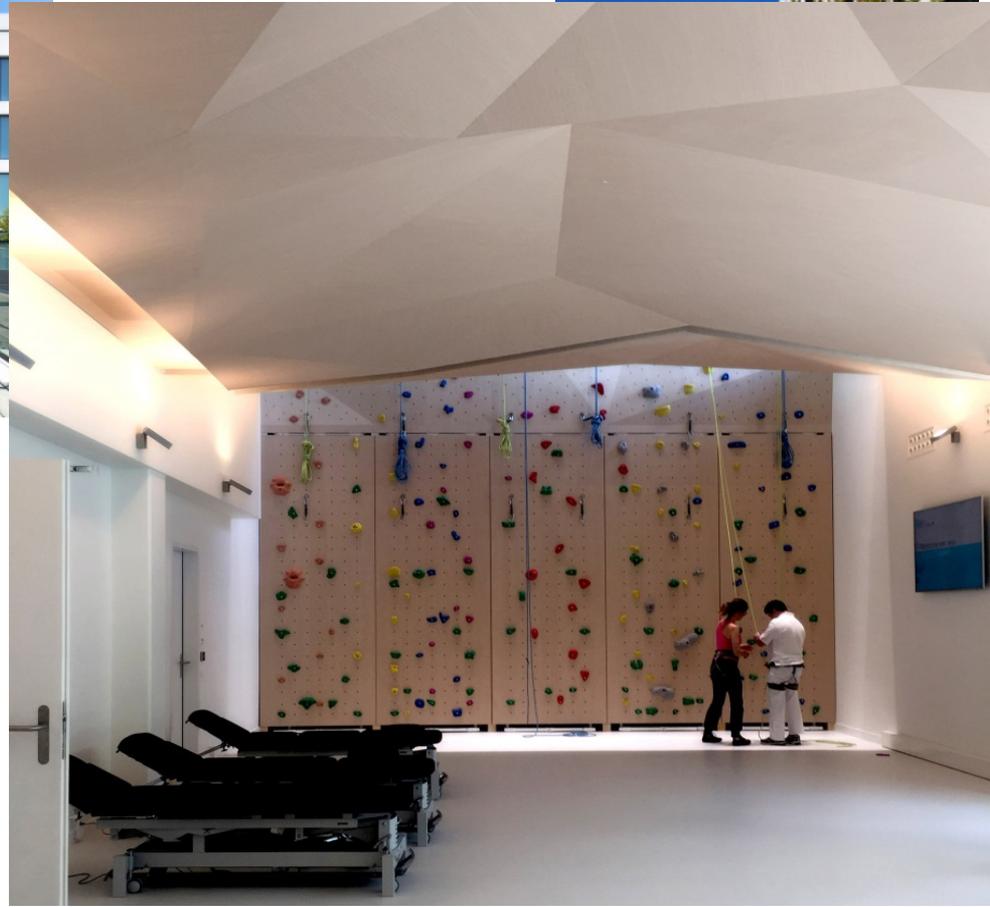
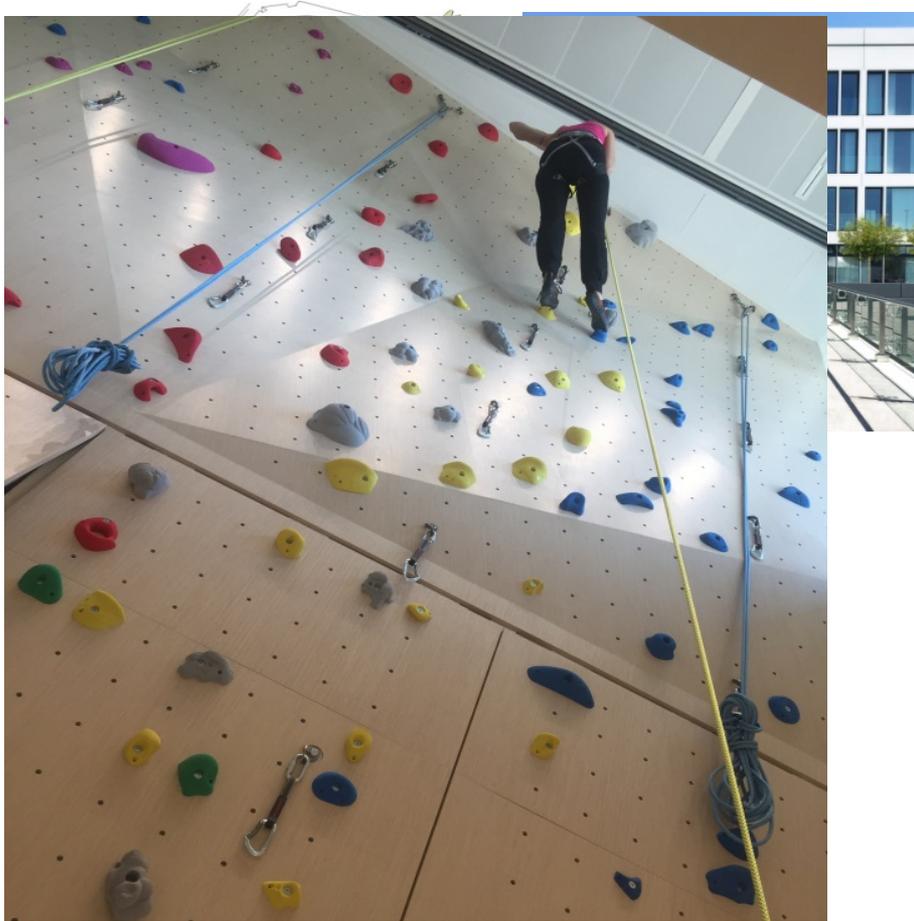
Local authority housing wins 2019 Stirling prize



Hospitals must be more than repair shops



Health not just repair



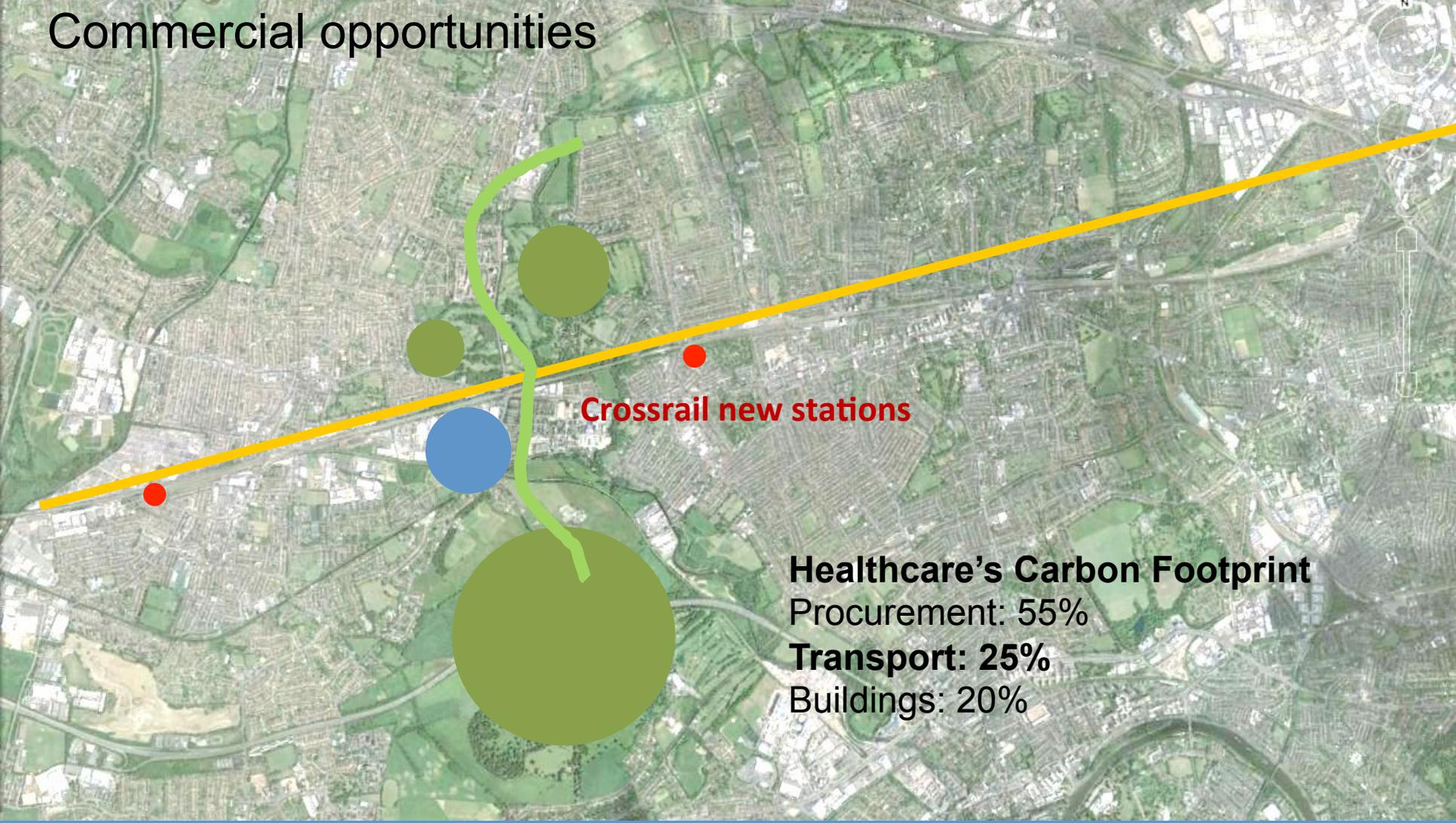
Health campus example one: West London



A Victorian asylum, a 1960s hospital



Commercial opportunities



Crossrail new stations

Healthcare's Carbon Footprint

Procurement: 55%

Transport: 25%

Buildings: 20%

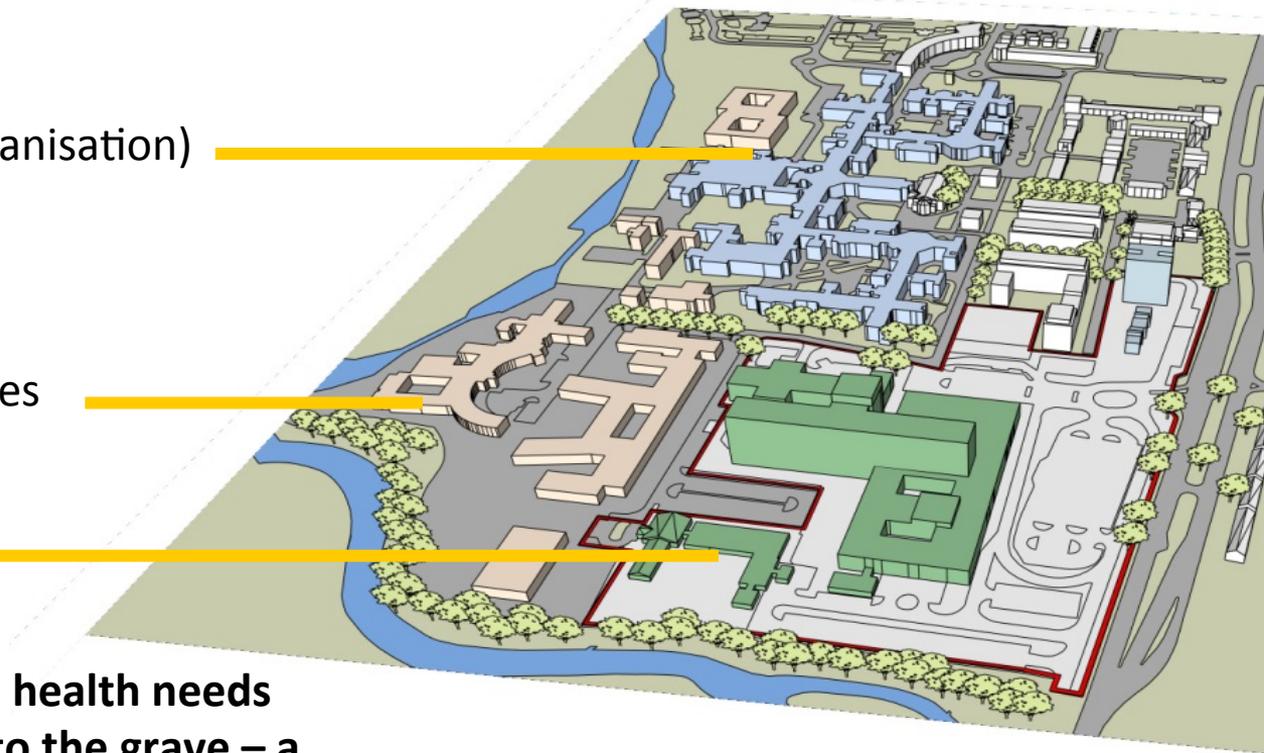
The campus

The asylum (part of another organisation)

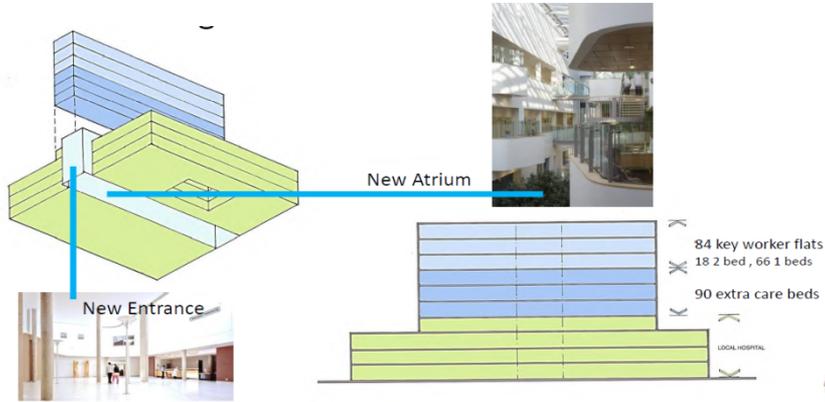
The newer mental health facilities

The acute hospital

A community campus on which health needs are addressed from the cradle to the grave – a campus that embodies our principles on in a communicable form – a positive exemplar vision for healthy living.



Conversion of the tower



New Community Hospital 20 000m²

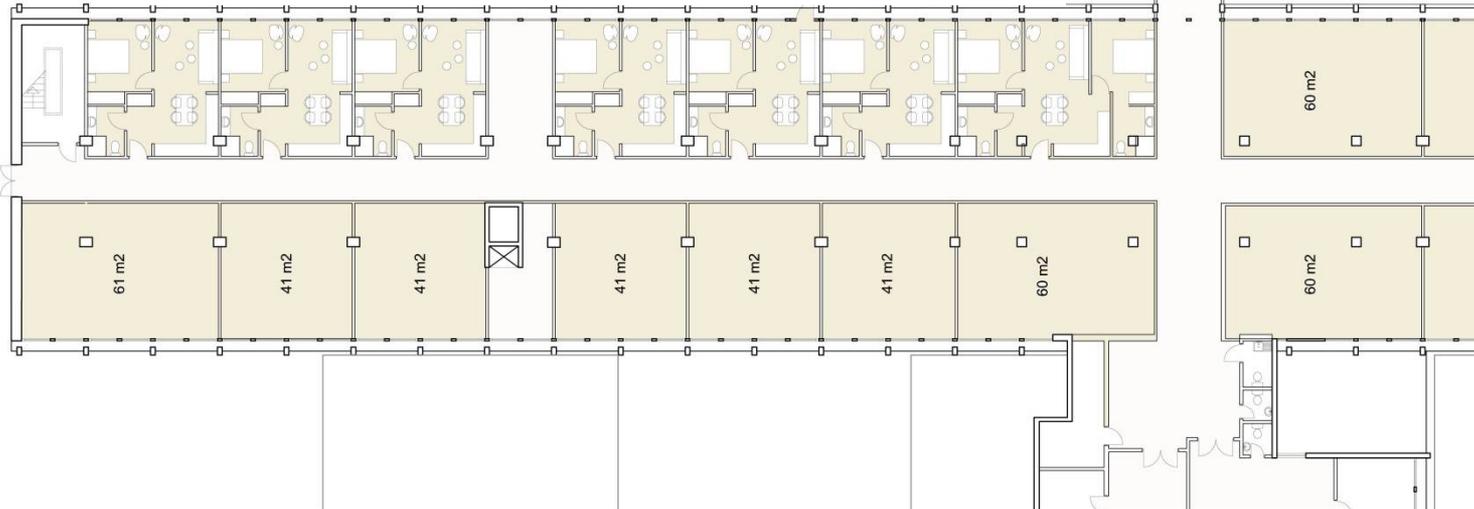
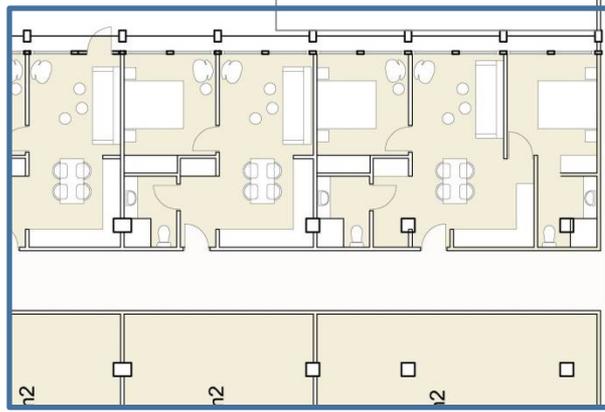
90 step up/ step down beds

84 key worker apartments

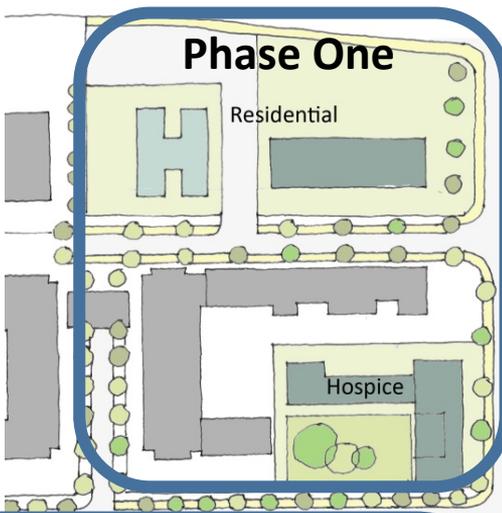


Social Housing in the Tower

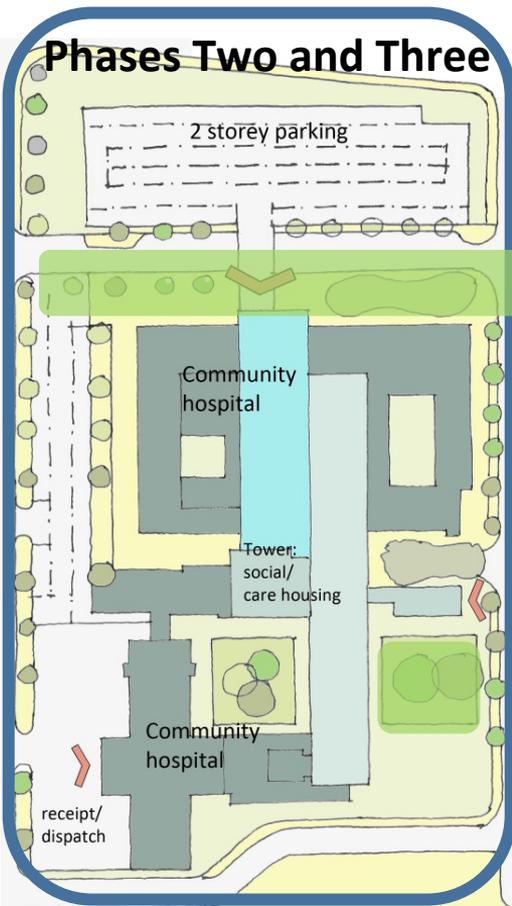
14 flats per wing
3 2B / 11 1B



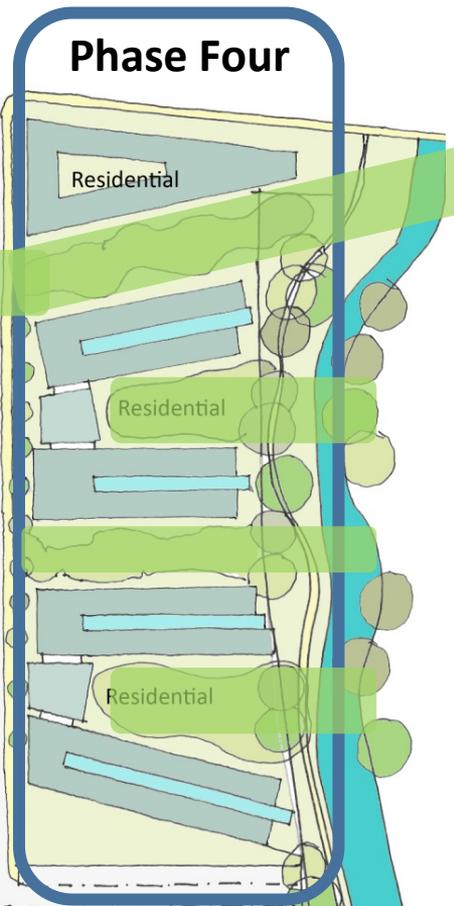
Phase One



Phases Two and Three



Phase Four



Phase Five



New campus development

90 step up/ step down beds

84 key worker apartments

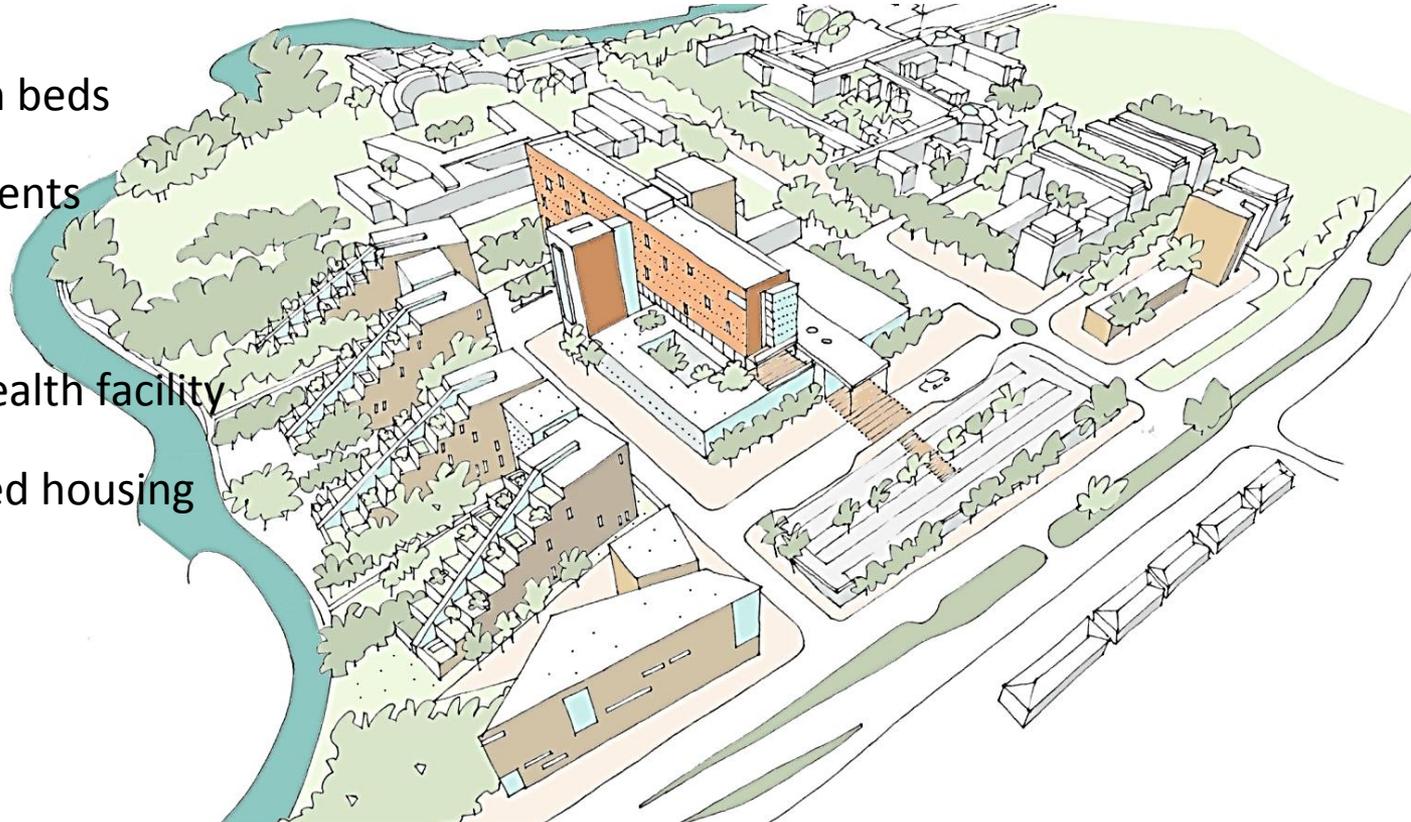
New hospice

New 54 bed mental health facility

70 apartment sheltered housing

600-650 apartments

for social rent or sale



Worcestershire Estate Strategy: example two



Health Campus: Alexandra Hospital Redditch



Health Campus: Alexandra Hospital Redditch



Health Campus: Alexandra Hospital Redditch



Amenity Type	Numbers
Affordable Housing	
• 3 bed terraced houses	40
• 1 bed sheltered housing	20
• 2 bed sheltered housing	20
Health	
• Nursing Home	90 bed
• Gym	300m ² (on-call flats above)
For Sale	
• 3 bed houses	72
Retail	
• Convenience Store / Café	300m ² (on-call flats above)

Health Campus: Kidderminster Hospital



Health Campus: Kidderminster Hospital



Health Campus: Kidderminster Hospital



Amenity Type

Numbers

Healthcare Buildings

- Extension to Treatment Centre 3-4,000 m² office grade
- Single storey FM buildings X2 400-600 m²

Nursing Home

- Single rooms 90 beds

Sheltered Housing

- 2 bed apartments 35
- 1 bed apartments 15

Implementation of this strategy will not only bring more appropriate and modern clinical buildings into operation but will develop a health campus that through modern energy systems and a sustainability culture will be much lower cost to run.

Health Campus: Example 3: North East London 2016



17 hectares of
publicly owned land

Whipps Cross Redevelopment: Current estate



Stop Press: September 2019 Whipps Cross finally gets funding

Whipps Cross: a new community for 5000-7500 people

3.5 hectare development opportunity



Option One Hospital

By linking with existing facilities to the south of the hospital street new build can be limited to 55,000 m²

£275-330 million
@£5,000 – 6,000/m²

Whipps Cross: a new community for 5000-7500 people



3.5 hectare development opportunity

Option two

Housing

Develop 250 -300 housing units

Potential sale value of the flats and houses:

£100 - £130 million
Pump priming for hospital redevelopment

Whipps Cross: a new community for 5000-7500 people



**New hospital development
75 000 m2**

**Residential development
200 units conversion and
extension**

**New hospital support
buildings / MSCP CCG
hub**

**Residential development
Pump priming
250-300 apartments
36 townhouses**

**Residential development
400-500 apartments
18 townhouses**

Redevelopment: Option Two

Develop for sale 280-340 housing units for sale

Then develop the 75,000sm new acute hub

Then build 600-720 housing units: for sale,
affordable, sheltered and assisted care

Complete the healthcare development

Whipps Cross: a new community for 5000-7500 people

A new 450 bed hospital

A community healthcare hub

90 step down bed facility

650-780 apartments

24 town houses

50 courtyard houses

60 sheltered apartments

Retail opportunities

Healthplex gym



Whipps Cross: a new community for 5000-7500 people

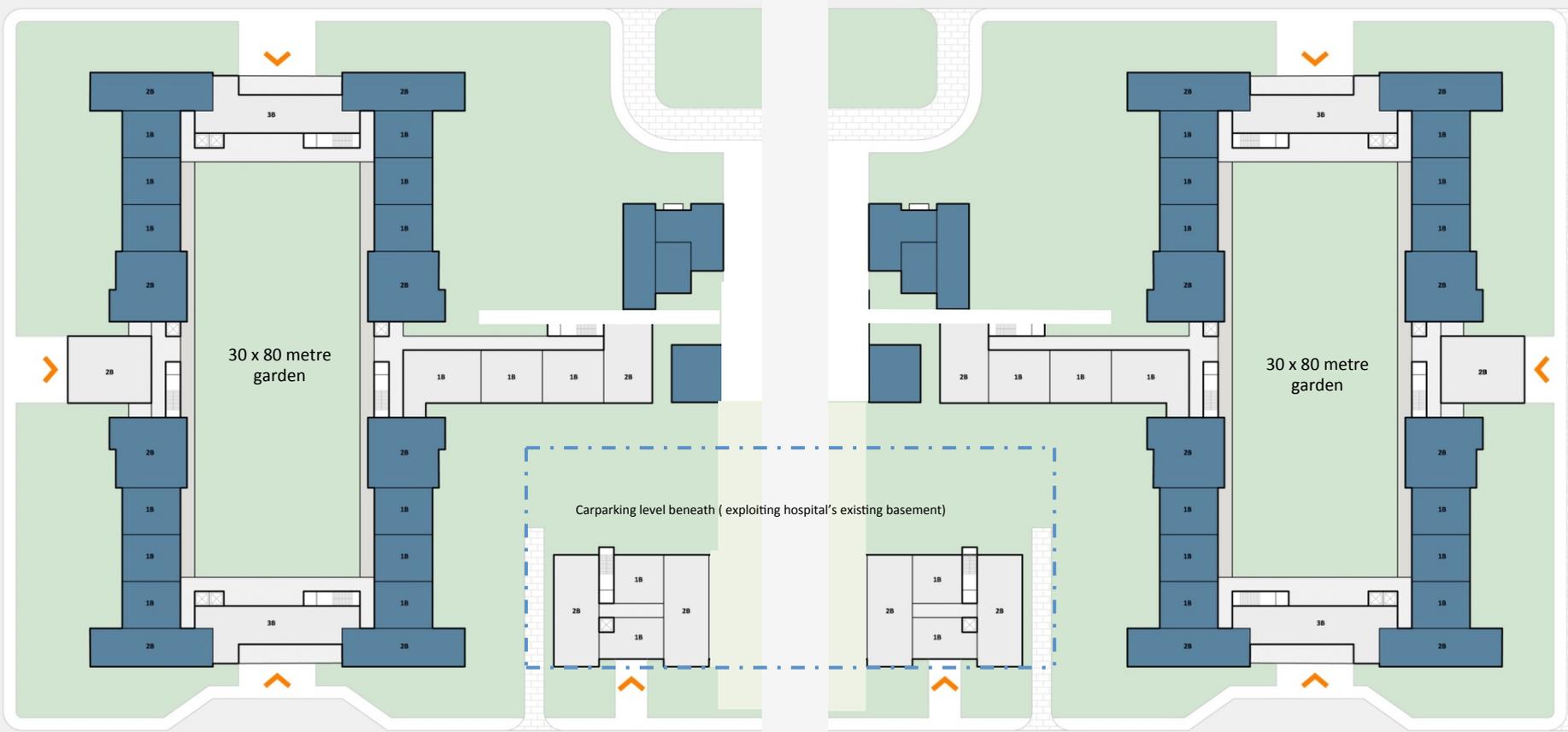


Workhouse conversion

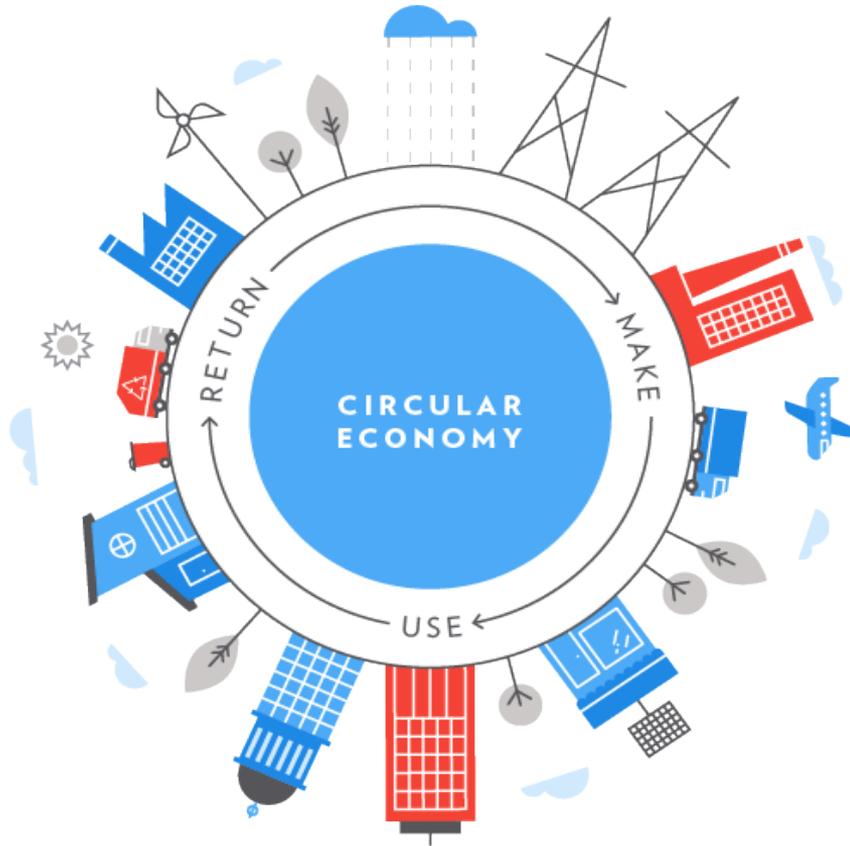
These buildings have architectural qualities



Conversion of Victorian core



Contribute to the circular economy



Don't sell the family silver

Demand active buildings

Apply zero carbon targets

Intensify use of public estate

Extend the public realm

Exploit existing public transport links

Mandate social housing