

3 STRATEGIC CONTEXT AND BACKGROUND INFORMATION

3.1 Introduction

- 3.1.1 Patients in the Greater Peterborough area have benefited from a health system that performs well and has a reputation within the NHS for innovation and good management practice. The local health service organisations have a strong tradition of collaborative working and have undertaken many joint developments.
- 3.1.2 The health system suffers from two related problems: under capacity and a fragmented health estate. The acute hospital and mental health services are split across a number of sites in the city. This limits development opportunities and constrains the ability to respond to the NHS Plan. External risk assessors say that this split site arrangement is the biggest single risk to clinical safety within the service.
- 3.1.3 The health system is operating above capacity, and in the climate of growth, it will be unable to provide a fast, responsive and accessible service in the future. In the context of the NHS Plan, the local health service providers face the twin challenges of resolving current operational difficulties while developing a new 'whole system' approach to health care delivery. Neither of these challenges can be fully achieved without a service led reconfiguration of the estate.

3.2 Healthcare in Peterborough and the surrounding area

- 3.2.1 Five NHS Trusts serve the local population:
- East Cambridgeshire and Fenland PCT (ECFPCT)
 - Lincolnshire South West Teaching PCT (LSWTPCT)
 - Greater Peterborough Primary Care Partnership (GPPCP)
 - Cambridgeshire and Peterborough Mental Health Partnership NHS Trust (C&PMHPT)
 - Peterborough Hospitals NHS Trust (PHT)
- 3.2.2 The majority of the area covered by the health system falls within the Norfolk Suffolk and Cambridgeshire Strategic Health Authority (NSCSHA). The exception is the area covered by LSWTPCT which includes Stamford Hospital, and parts of Rutland and Leicestershire, and falls within the Trent Strategic Health Authority area.
- 3.2.3 The organisations have strong working relationships. This collaborative environment has been a major element in the many success and service innovations introduced locally.
- 3.2.4 The health system serves a population of approximately 285,000 in a mixture of city, market town and rural settings see Figure 4. The area has one of the highest rates of population growth in the country and the population is forecast to continue growing in the future.
- 3.2.5 Hampton in south Peterborough is the largest new township project in Europe and representative of the inward migration that drives the high growth rates. The catchment population of the health system is forecast to increase to 310,000 by 2010 and 340,000 by 2020. See Appendix 4 of the acute hospital outline business case for more details.
- 3.2.6 There are small areas of deprivation within the city of Peterborough. Public health studies have identified that:
- Life expectancy in the City centre is below the average for England.
 - Mortality from colorectal cancer in females in the non-city areas of the GPPCP are above the average for England.
 - Mortality from bronchitis and emphysema are above the average for England.
 - Premature mortality from lung cancers in males less than 75 years old is above the average for England.

Figure 4 – Nominal Catchment Area



3.3 The PCTs

- 3.3.1 The Greater Peterborough Primary Care Partnership (GPPCP) lies wholly within the Greater Peterborough health system. The Partnership is an amalgam of the North and South Peterborough PCTs¹. These PCTs operate with a joint chief executive and executive directors, and a single management structure. Since early 2003 they have also had delegated responsibility for the management and provision of adult social services from Peterborough City Council. The merger of the latter service is currently out to consultation. The GPPCP covers the Peterborough Unitary Authority area, plus a small part of Northamptonshire around the market town of Oundle.
- 3.3.2 The GPPCP employs approximately 600 staff and received a budget of £170 million in 2002/03. It serves a registered population of just over 200,000 and has 33 GP practices.
- 3.3.3 The GPPCP has been making significant progress toward the modernisation of local healthcare services. In April 2003 the two PCTs that form the major part of the GPPCP were awarded two stars in the NHS performance ratings for 2003 and became teaching PCTs from April 2003.
- 3.3.4 The PCTs that are partly covered by the health system are the western part of the East Cambridgeshire and Fenland PCT and the south western part of Lincolnshire south west Teaching PCT. These two PCTs represent 12% and 22% of the nominal catchment population of the Greater Peterborough health system.

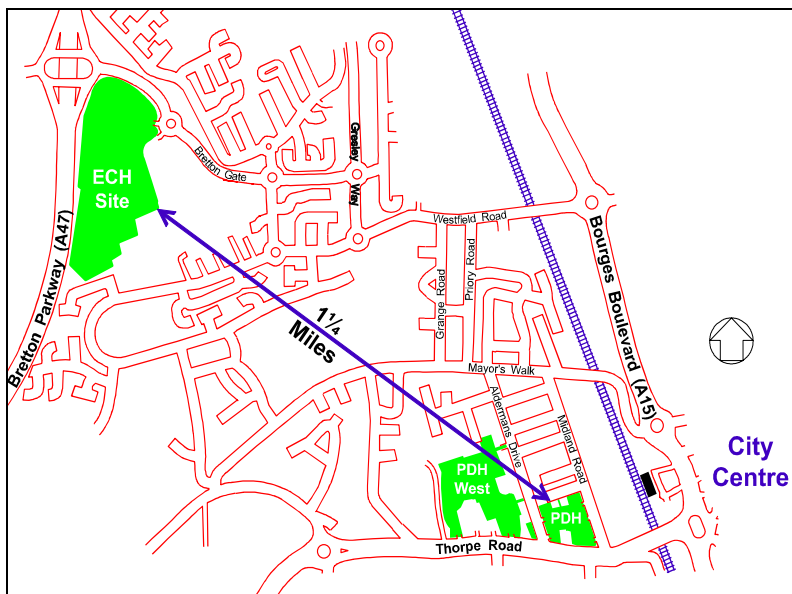
3.4 Peterborough Hospitals NHS Trust

- 3.4.1 The Peterborough Hospitals NHS Trust was established in 1993 and provides a full range of acute services from three sites within the city of Peterborough, see Figure 5. The Trust also

¹ The North Peterborough PCT is the statutory body that will be the signatory to the project agreement along with the Cambridgeshire and Peterborough Mental Health Partnership NHS Trust and the Peterborough Hospitals NHS Trust.

manages the Stamford and Rutland Hospital in Stamford, 14 miles to the north of Peterborough.

Figure 5 – Location of the Main Health Sites in Peterborough



- 3.4.2 The Trust has a good reputation for the quality of its clinical services and delivering service developments that provide significant improvements in access times and clinical outcomes. The Trust has been awarded three stars for the past three years in the NHS performance ratings.
- 3.4.3 The Trust is currently applying for NHS Foundation Hospital Trust status; its application has been approved by the Secretary of State for Health and is proceeding to the final approval stage.
- 3.4.4 The Trust employs approximately 3,000 staff, had income of £119.4 million and achieved all its financial targets in 2002/03. The Trust has a total of 710 beds on the three sites in Peterborough and 80 at Stamford Hospital. It is also one of five in the country to be selected to host a Ministry of Defence Hospital Unit that opened in 1995.

Table 1 – Current and Planned Bed Numbers

Site	Current Beds	Planned Beds (2012)
PDH	378	0
PDH West	77	40
ECH	255	762
Stamford	80	80
Total	790	882

- 3.4.5 The PDH site is the location for all emergency and trauma services, paediatrics, major diagnostics and the majority of the medical services. The PDH West site is the location for obstetrics, neo-natal intensive care and many support facilities. The ECH site is the location for the majority of elective services.
- 3.4.6 The Trust provides a wide range of clinical services either directly, managed by other Trusts or as a satellite service such as renal dialysis. Table 2 details the services provided by the Trust excluding a number of low volume services provided by visiting consultants.

Table 2 – Clinical Services Provided by Peterborough Hospitals NHS Trust

Specialty	Emergency	Elective	DTC
Accident and Emergency	✓		
Anaesthetics	✓	✓	✓
Dermatology	✓	✓	✓
Dietetics*			✓
Ear, Nose and Throat	✓	✓	✓
Endocrinology	✓	✓	✓
General Medicine	✓	✓	✓
General Surgery	✓	✓	✓
Genito-Urinary Medicine	✓	✓	✓
Gynaecology	✓	✓	✓
Haematology	✓	✓	✓
Medical Oncology	✓		✓
Medicine for the Elderly	✓	✓	✓
Midwifery-Led Care	✓	✓	✓
Neonatal Care	✓	✓	✓
Obstetrics	✓	✓	✓
Ophthalmology	✓	✓	✓
Oral Surgery	✓	✓	✓
Orthodontics		✓	✓
Paediatrics	✓	✓	✓
Pain Management	✓	✓	✓
Pathology	✓	✓	✓
Physiotherapy	✓	✓	✓
Plastic Surgery	✓	✓	✓
Radiodiagnosis	✓	✓	✓
Radiotherapy		✓	✓
Rehabilitation	✓	✓	✓
Renal Dialysis*			✓
Restorative Dentistry		✓	✓
Rheumatology	✓	✓	✓
Special Care (Neonates)	✓	✓	✓
Speech Therapy*			✓
Thoracic Surgery			✓
Transitional Care (Obstetrics)	✓	✓	✓
Trauma and Orthopaedics	✓	✓	✓
Urology	✓	✓	✓
Well Neonates	✓	✓	✓

* Services not directly managed by the Trust.

3.4.7 Basic activity data for the Trust is provided in Table 3. Full data sets for Trust activity are provided in electronic form through the virtual data room.

Table 3 – Trust Activity

Type of contact	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004*
Day Cases (FCEs)	13,689	15,295	17,904	19,900	119,627
Elective Inpatient (FCEs)	9,608	9,901	9,836	9,425	5,658
Emergency Inpatient (FCEs)	37,282	38,309	39,701	39,783	24,759
Occupied Bed Days	185,260	187,493	196,975	219,053	131,876
Outpatient new	54,171	55,264	63,074	64,803	38,186
Outpatient old	131,723	132,075	147,657	147,672	88,834

*7 months activity

- 3.4.8 In 1996 the Trust set up a transformation project team with the specific aim of modernising and reforming service delivery. The team has achieved many significant successes covering a wide many of which have involved service modernisation across the whole health system. As a result, the Trust has won many prizes for service delivery and innovation. Locally there is a culture of change and modernisation and a willingness to challenge its thinking on how services should be delivered.
- 3.4.9 In 1995 the Peterborough Hospitals Trust was awarded a contract for the provision of facilities for a Ministry of Defence Hospital Unit. The contact was renewed in 2000 for a further ten years.
- 3.4.10 The contract has two elements:
- The treatment of service personnel, and
 - The provision of work placements and training opportunities for personnel from the medical cores of all three services.
- 3.4.11 Service personnel are fully integrated with the Trust's staffing and operations. They also staff and manage two wards in the hospital. During 2002/03 the Trust treated 1,537 service personnel as inpatients or day cases, and undertook 7,166 outpatient appointments.

3.5 Cambridge and Peterborough Mental Health Partnerships NHS Trust

- 3.5.1 The Cambridgeshire and Peterborough Mental Health Partnerships NHS Trust was established in April 2002 and manages the mental health services for the whole of the County of Cambridgeshire. These include:
- Child and adolescent mental health services.
 - Adult mental health services.
 - Older peoples' mental health services.
 - Forensic and specialist mental health services.
 - Substance misuse services.
 - Learning disability services.
- 3.5.2 Community learning disability services are provided by the Peterborough Learning Disability Partnership. Health staff working within the learning disability services are managed by the partnership but are employed by the Mental Health Partnership Trust. Inpatient Intensive Assessment and Support Services are provided by the Mental Health Partnership Trust in collaboration with the Learning Disability Partnerships.
- 3.5.3 There is an Area Director for each locality within the county.
- 3.5.4 The Trust employs approximately 2,100 staff, had a total income of £81.6 million in 2002/03 and met all its financial targets. The Trust was awarded two stars in the NHS performance ratings for 2002/2003.

- 3.5.5 The Trust's services are located on many sites within the city, the major sites include:
- Edith Cavell Hospital - adult acute mental health, older peoples mental health and some day care services.
 - PDH West - adult acute mental health, rehabilitation and community services.
 - PDH - child development and child and adolescent mental health.
 - Gloucester Centre - older peoples mental health, learning disabilities and community services.

3.6 Existing property and sites, including current condition

- 3.6.1 The Trusts occupy six main sites and various community homes and primary care premises. The location of the principle sites within Peterborough are shown in Figure 6. Details of their size and ownership are provided in Table 4.

Figure 6 – Key Healthcare Sites in Peterborough

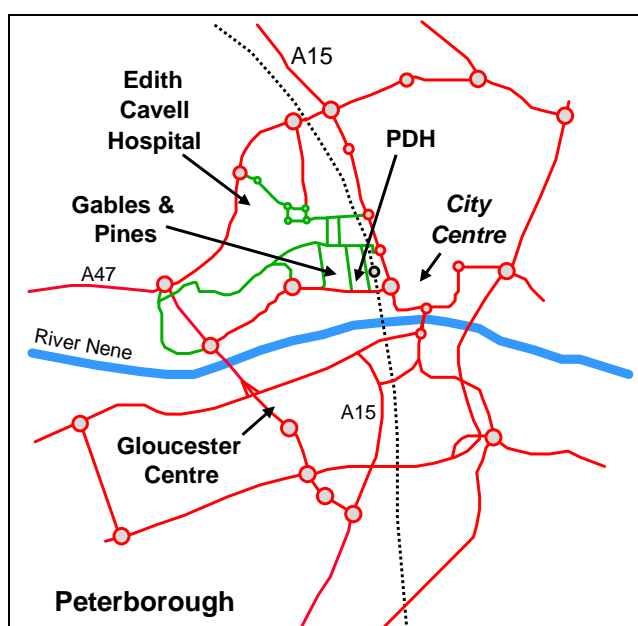


Table 4 – The Key Healthcare Sites in Peterborough

Site	Area (hectares)	Address	Ownership
Peterborough District Hospital	3.6	Thorpe Road Peterborough Cambridgeshire PE3 6DA	Wholly owned by Peterborough Hospitals NHS Trust.
Peterborough District Hospital West	7	Thorpe Road Peterborough Cambridgeshire PE3 6DA	Parts are owned by Peterborough Hospitals NHS Trust, Cambridgeshire and Peterborough Mental Health Partnership NHS Trust and North Peterborough PCT.
Edith Cavell Hospital	18	Bretton Gate Peterborough Cambridgeshire PE3 9GZ	Most of the site is owned by Peterborough Hospitals NHS Trust. The East Anglia Ambulance Service owns the part of the site where the ambulance station is located.

Site	Area (hectares)	Address	Ownership
Gloucester Centre	3.25	Morpeth Close Orton Longueville Peterborough Cambridgeshire PE2 7JU	Wholly owned by Cambridgeshire and Peterborough Mental Health Partnership NHS Trust

3.6.2 Details of the condition and functional suitability of the properties on the Peterborough District Hospital, Peterborough District Hospital West, Edith Cavell Hospital and the relevant buildings on the Gloucester Centre sites are available in the conditional appraisal and estate strategy reports, in the data library.

3.6.3 There are a number of covenants, easements and wayleaves on the ECH site. A copy of the Land Registry entry for the site is available in the data Library. The main issues are:

- Developments on the site have to be approved by the Peterborough City Council and English Partnerships.
- There is a private right of way across the site for the benefit of the public that may be relocated but must be maintained at its current standard.
- The East Anglia Ambulance Trust has a right of way across the site to their ambulance station.
- There are a number of public utility wayleaves and easements.

3.6.4 The Trusts have a full topographical, geotechnical and hydraulic survey for the undeveloped areas of the ECH site. This survey is warranted for novation to a third party.

3.7 Recent and current developments on the ECH site

3.7.1 In July 2003, a new twin-theatre day surgery unit was opened on the ECH site. This building has been designed to take a third floor if required. The building contract was amended to ensure all the warranties could be novated to a third party.

3.7.2 There are two developments taking place on the ECH site at present that will be complete before the planned date for financial close.

- The creation of additional outpatient clinic capacity for breast services and additional clinical office capacity by the partial infill of a courtyard.
- The provision of a new 72-space mortuary and post mortem room. This is a major development of over £2m. The building is single storey and not designed to be increased in height. The building contract has been amended to ensure all the warranties can be novated to a third party.

3.7.3 Other developments currently under consideration are:

- Expansion of outpatient capacity for dermatology services.
- Conversion of vacant space in the mental health day centre for oral surgery outpatients, day surgery and orthodontic laboratory.

3.7.4 The latter is a temporary solution to the provision of additional surgical capacity at PDH and the vacation of the GUM clinic at Fenland Wing.

3.7.5 Bidders will be kept fully appraised of any developments on the ECH site and provided with a copy of the Trusts capital programme for the site.

3.8 Current format of FM service provision

3.8.1 The Project will involve the relocation of services from the four sites within the city. The majority of FM services for properties on the Edith Cavell and Peterborough District Hospitals sites are provided by directly employed labour (DEL). Other health care properties in the area are generally supported through a mix of DEL and contract services all managed by the Anglia Support Partnership (ASP). ASP is a shared service provider hosted by Cambridgeshire and

Peterborough Mental Health Partnership Trust providing support services to a number of NHS bodies in Cambridgeshire.

- 3.8.2 The format and supply arrangements for the FM services to be included in the contract are detailed in Table 5.

Table 5 – Current Method of Provision of FM Services by Site

Service	PDH Sites	ECH Site	Gloucester Centre Site
Catering	DEL service with a full production kitchen using a tray meal system for patient catering, staff dining room, vending machines and hospitality service. The transport of meals trolleys within the PDH tower block is undertaken by the Catering Department porters. Meal trolleys to facilities on the PDH West site are transported, under contract, by Two Shires Transport. Catering services in the Post Graduate Education Centre are provided by an external contractor, Bretton Catering.	DEL service with a full production kitchen using a tray meal system for patient catering, staff dining room, vending machines and hospitality service.	Contract service currently provided by ISS
Cleaning	Contract service currently provided by ISS Mediclean. Window cleaning is also a contracted service. The trust maintains a small team of technical control officers to monitor the contract.	Same contract as PDH.	Contract service currently provided by Sodexo
Estates	DEL service supported by specialist term and maintenance contracts. There is a central estates store under the management of the Estates Department.	As PDH.	Provided by Anglia Support Partnership
Equipment	DEL medical electronics service including front line maintenance of x-ray equipment supported by specialist term and maintenance contracts. The Trust also operates an equipment library covering a wide range of small and mobile medical equipment.	As PDH (Service is based at ECH)	
Grounds and Gardens	Contract services currently provided by A1 Gardening.	As PDH	As PDH
Laundry and Linen	Contract service currently provided by Crooked bridge Textile Services, the majority of the service being on a linen hire basis. The Trust has a small DEL team for linen sorting and sewing.	As PDH	As PDH
Materials Management	DEL services providing a full purchasing and supplies function, including receipt and departmental deliveries and a ward top-up service for stock items.	As PDH	
Pest Control	Contract service currently provided by Pest Express.	As PDH	Contract service currently provided by PPC Ltd
Portering	DEL service covering all internal transport except for stores and catering, reception duties, key control and basic security support. The post room at PDH is also the central clearing and sorting point for the local NHS courier service.	As PDH	Contract service currently provided by Sodexo
Residential Accommodation	DEL service providing 245 accommodation units varying from bed sitting rooms to three-bed semi detached houses.	As PDH	N/A
Security	This service is not specifically provided at present. Some security duties, key control and basic checks of building security are undertaken by the portering service.	As PDH	Contract service currently provided by ADT

Service	PDH Sites	ECH Site	Gloucester Centre Site
Service Desk	Individual services provide their own service desk.	As PDH	As PDH
Traffic Control	Pay and display directly managed by PHT. Staff also pay for parking on site.	As PDH.	N/A
Utilities	Managed by Estates.	As PDH	
Waste Management	Internal collection by DEL (Porters). Disposal is via a number of contracts; White Rose for clinical waste, Shanks McEwan for household waste and Recall for confidential waste. Household waste from properties on the PDH West site is collected directly by the local authority.	As PDH. Clinical Waste from off site locations is transported to the licensed waste transfer station at ECH by Two Shires Transport.	Provided by PHT
Window Cleaning	Contract service currently provided by Beebys Cleaning	As PDH	As PDH

3.8.3 The Trusts are planning for the majority of the external FM contracts to terminate shortly after financial close in accordance with the agreed transfer of soft FM services to Project Co.

3.9 Third party income streams

3.9.1 The third party income streams that are of any consequence all relate to services provided by the Peterborough Hospitals Trust. These are listed in Table 6.

Table 6 – Trust Third Party Income Streams

Service	Approximate Annual Income	Notes
Car parking	£290,000	Includes income from staff permits.
Catering	£625,000	Includes vending income. Excludes coffee shops in the PDH outpatients and ECH Foyer, which are leased by Cresset Catering.
Private Patients	£560,000	Includes amenity beds and diagnostic services
Telephones	£26,000	Includes pay phones. Excludes income from phones provided as part of the patient entertainment system.

3.9.2 The Trust also receives income for services, provided under SLAs, to other NHS organisations and GPs who will not be signatories to the Project Agreement. These include accommodation for services, pathology tests, imaging, training, estate services, sterile supplies and waste disposal. The provision of these will not form part of the PFI contract other than the clinical waste that is delivered to the waste transfer station on the ECH site and the sorting of post as part of the system wide courier service.

3.10 Surplus land and buildings

3.10.1 The sites and properties vacated on the opening of the new facilities are not included in the Project. Appendix B details the decommissioning Project Co will be required to undertake for the vacated buildings.

3.11 Town planning issues

3.11.1 Outline planning approval for the developments on the Edith Cavell Hospital site was received on 9 July 2002 subject to satisfactory Section 106 and 278 agreements. Full approval has been received for the site access, the Bretton Gate, and the A47 interchange improvements. These are also covered by the proposed Section 106 and 278 agreements. Within the site, the approval is at outline with reserved matters. A copy of the transport assessment, Section 106 and 278 works, the reserved matters and the planning approval documents are available in the data library.

- 3.11.2 The Trusts' transport advisors, Atkins, are working with the Highways Agency to agree a proposal for an emergency access road from the west bound merge from the A47 interchange onto the rear of the ECH site. This is a non-standard item and requires special approval. When an acceptable layout has been determined, the Trusts will submit a planning application for the roadway during the summer of 2004. The local Planning Officer has informally indicated that a proposal that receives Highways Agency approval would be unlikely to be refused planning permission.
- 3.11.3 Outline planning for the Integrated Care Centre development on the Peterborough District Hospital West site was approved on 16 September 2003. A copy of the planning permission is available in the data library.
- 3.11.4 Bidders may contact the local planning authority direct to discuss the planning context and restrictions on the developments. Where the planning authority consider the Trusts should be aware of issues raised by bidders they will refer the issue to the Project Office.
- 3.11.5 Bidders are not to contact the Highways Agency until the Trusts have completed discussions on the emergency ambulance access to the ECH site, and have been advised by the Trusts that contact is allowed.

3.12 ICT strategy

- 3.12.1 The Norfolk, Suffolk and Cambridgeshire Strategic Health Authority have appointed a senior person to lead the implementation of the national IT strategy at a local level. The local service provider (LSP) for the three counties plus the overlap into South Lincolnshire is Accenture plc.
- 3.12.2 The local ICT strategies reflect the 1999 publication 'Information for Health' and the recently published national strategy "Delivering 21st Century Support". The key elements of these strategies that the local Trusts' are focusing on are:
- Integrated Care Record Service.
 - E-Booking.
 - Electronic Transfer of Prescriptions.
 - Electronic Staff Record.
 - NHS mail services.
- 3.12.3 These developments all support the key drivers behind the ICT strategy, namely:
- Improving the patient experience, patient choice and the quality of care.
 - Supporting service reconfiguration with modern IT.
 - Improving the capacity of the NHS to deliver change and reform, changing working and clinical practices.
 - Supporting frontline clinicians to deliver improved patient centred care.