



Sandwell and
West Birmingham

NHS Trust

Midland Met

#morethanahospital

Healthwatch
23rd January 2020



Midland Met - timescales

- Contract signed with Balfour Beatty as replacement construction partner in December 2019
- Start up work commenced with on site construction expected to step up in February 2020
- We have not confirmed a month for opening in 2022 but currently expect it to be before the Commonwealth Games.
- We continue to develop & relocate services on our retained estate e.g.
 - at Sandwell clinical research facility, Gynaecology OPD,
 - in Sheldon Block (City) relocation of therapy department,
 - in BTC fracture clinics, new MRI & CT scanners.
- In addition to accommodate the delay in Midland Met at City we have:
 - Refurbished & extended our neonatal unit
 - Replaced the floor & lighting in our critical care unit
 - Consolidated out inpatient adult respiratory service
 - Started the building work to create an integrated children's Emergency Department & assessment unit (PAU)

What are we building and why?

Over 150 community beds have been opened since 2014 (by the Trust, CCG & Local Authorities working together)

- Two further wards open at Sandwell in 2022.
- Our preference remains Own Bed Instead.

When Midland Met opens, both of our general hospital sites change:

- 2/3rds of City site is now owned by Homes England and has planning permission for housing
- 1/5th of the Sandwell site is already in re-development for social value schemes like our Live Work scheme

Sandwell General becomes the Sandwell Treatment Centre, which will offer:

- Urgent Care to over 35,000 attendances 24/7
- Outpatient and diagnostic access for planned care as now
- Day and short stay surgery
- Intermediate care and rehabilitation services including stroke rehab
- Chemotherapy and medical infusion ambulatory care
- All non-clinical office space plus our Clinical Research Facility and main Education Centre

City Hospital will become once again Dudley Road and include:

- Outpatient and diagnostic access for planned care as now in the Birmingham Treatment Centre
- Day and short stay surgery in the Birmingham Treatment Centre
- The Birmingham and Midland Eye Centre, including the regional eye casualty
- Intermediate care and rehabilitation services in the refurbished Sheldon Unit

The Birmingham and Sandwell Treatment Centres are our cold bases, with Midland Met as the hot site

What are we building and why?

Midland Met will serve around 750,000 residents & it will be:

- the main general hospital for the towns of Sandwell
- the closest adult hospital to the centre of Birmingham

Midland Met is the acute centre for care for that population & includes:

- A purpose built Emergency Department with linked X-ray & scanners
- Ambulatory assessment & acute admission space for the first 48 hours of care
- A dedicated Children's Emergency Department & assessment unit
- Adult and children's wards for longer term stays, with 50% ensuite single rooms
- Operating theatres, for both emergency and major planned surgery
- A midwife led birth unit next to a delivery suite, 2 maternity wards & an antenatal clinic
- A Neonatal Unit
- Ambulatory medical care for adults, including the Sickle Cell & Thalassemia Centre
- Clinics along with ambulatory medical & surgical for children
- Endoscopy and other procedure capacity ring-fenced for emergency patients

The in-hospital care model is different to the status quo and will offer:

- Full seven day service
- Dedicated acute care consultant led teams
- Ring-fenced diagnostic facilities for urgent care
- An overwhelming emphasis on ambulatory alternatives to admission
- A clinical model based on patient mobilisation with side rooms, and the Winter Garden

What is our clinical model?

Our community based services are rated as Outstanding or Good. Our single discipline acute services are too. Hospital care across two sites, and with multiple disciplines involved, remain Requires Improvement. This must change. ***Good is the minimum expectation.***

It's all about time

- Only patients who need to travel will come to Midland Met. Most care stays local. Some care gets more local as we scale up at Neptune in Tipton, Forest Hill in Perry Barr and in other key locations.
- By removing travel time for clinicians and co-locating specialties we want to support people to operate at the 'top of their license' with other roles taking on remits traditionally done only by some professions.

It's all about technology

- Robots will be used in Midland Met for non-clinical movements.
- The multi-site clinical model depends on data & images travelling, and video technology allowing clinicians to work at a distance.
- By moving away from traditional outpatient clinics, we want to enable urgent care to happen as needed, with planned care advice provided through alternative means. We will make that work alongside GPs e.g. with advice in support of practice consultations.

It's all about teamwork

The single site acute model will enable teams to 'live and work together' in the same location. This will mean:

- Inter-disciplinary decision making at the bedside and in ED will be routine.
- Sub-specialist opinions will be same day.
- Diagnostic care accessed and reported inside 36 hours.
- Teams coming together into multi-specialty areas for learning and downtime.

Our model is not remotely unique but we need to make it work exceptionally well by 2022

What is our staffing model?

Our own staff

- We employ 6,500 people – many of whom live locally.
- Most people we employ will change their current base. Many will change work pattern too.
- Most clinical staff will have responsibilities on more than one site.
- No-one will be expected to travel between sites within the working day.
- Patient care will be shared within teams, even for planned care caseloads so that we can maintain a 52 week service. Acute care will be provided by individuals working blocks of time, as with our current Consultant of the Week model.

Our partners

- We would expect to offer space to social workers from Sandwell & Birmingham along with ready access to community therapists and nurses from Birmingham.
- Accommodation will typically be agile space with locker and storage space.
- The Education Centre at Sandwell will become the learning space for the health and care system, not simply a hospital facility.
- We will continue to support students from both Aston & Birmingham Medical Schools.
- We are exploring options to create nursing institutes and postgraduate medical accreditation arrangements.
- Liaison psychiatry must be devised on a 'postcode blind' basis, and the potential remains to establish an acute mental health assessment space in the grounds

SWB employees will be expected to work on multiple sites over the course of a year

What changes for neighbours?

There is little change in the activity to other hospitals as a result of the Midland Met opening.

The only significant change is some predicted 'catchment loss' linked to geography, as a result of Sandwell General Hospital's ED closing when Midland Met opens. This 'catchment loss' is expected to go mainly to Manor Hospital, and some to Russell's Hall Hospital.

There are no ambulance flow changes predicted in Birmingham.

The Midland Met is predicated upon improved integrated care in the local health economy. The acute care model relies upon improved admission avoidance and early discharges as a result of an effective system wide model of care. Effective management of Long Term Conditions will be particularly important.

The Midland Met remains consistent with the direction of travel for the NHS and the Long Term Plan. We however, all recognise that new hospitals have unanticipated consequences including:

- A new build lure which grows overall use for a period of time
- Pre-emptive choice making by local people or GPs in advance of change
- Teething issues with building or human interfaces in the months after opening

Wealth and Health - Midland Met

Midland Met

Interest is building in the surrounding area:

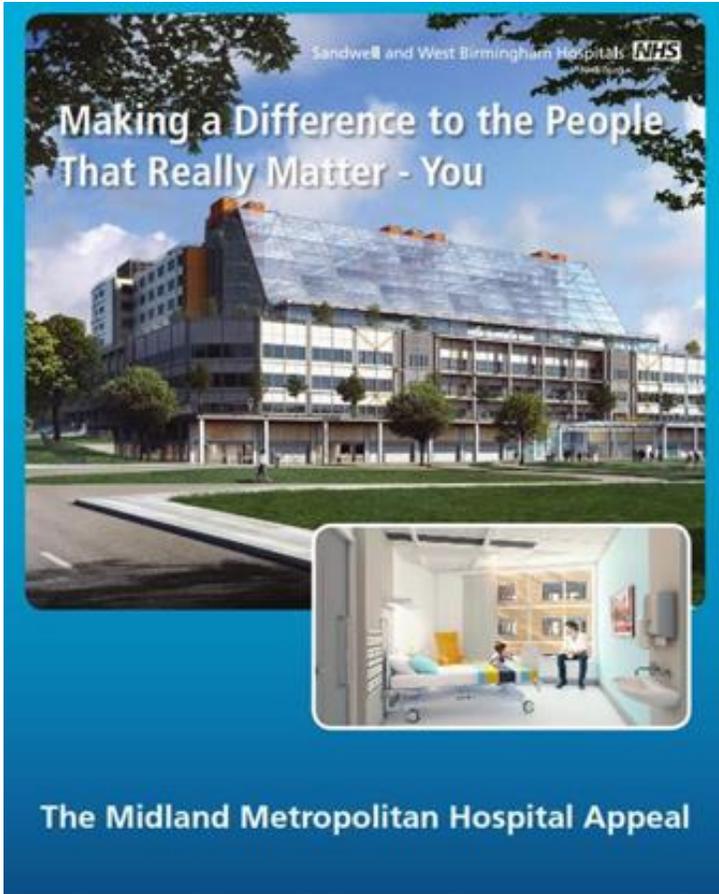
- Midland Met will clearly be the largest employer, and may introduce a small hotel
- Introduction of a primary school will bring additional employment
- Remaining development of low density housing
- Opportunity for the Trust to engage heavily with Sandwell and WMCA on masterplan development
- Trust has developed a draft masterplan showing how density could be increased, canal linkages re-opened, green space linkages enhanced - reviewed with BCC, SMBC and Homes England in May 2019

Dudley Road

Opportunity for the retained estate on Dudley Road site to become a centre for the adjacent new residential communities (e.g. community / play / healthcare / minor retail type uses):

- Major development underway at Ikniel Port Loop
- Adjacent Soho Loop development recently updated
- Homes England's design work for Infirmary Wharf (land purchased from Trust) being reviewed to increase density.
- Homes England exploring ideas to acquire land to East of City Hospital (between Western Road and Canal) and develop this.
- Trust has developed a draft Masterplan showing how remaining site could be re-configured/redeveloped over time.

Midland Metropolitan Hospital Appeal



Harness the opportunity for Midland Met to be “more than a hospital”

- £2.45m public appeal
- Arts, education and heritage
- Latest equipment and furnishings
- Leadership committee in place with regional business leads
- Arts curator appointed for £0.75m arts programme

Regeneration of the surrounding areas