



Midland Metropolitan University Hospital

Joint Health Overview and Scrutiny

March 2024



Opening 2024

Timeline	
2007	Formal consultation of closures of A&E at City and Sandwell Hospitals concludes
2011	Site purchased in 2011
2015	Carillion selected as preferred construction company
2016	Building started
2018	Carillion went into liquidation causing delays
2019	Balfour Beatty selected to complete the project
2020	Pandemic hit, however building work continued throughout this period
2022	Six month Commercial Standstill period to review Construction Programme and associate commercial
2023	Forecast for construction completion. Technical commissioning period follows. Give notice to Hard FM provider for building handover and acceptance in 2024.
2024	Planned Completion / Building Handover forecast March – May 2024
2024	Trust start Activation period and Staff Induction March/ May – October/November 2024
2024	Midland Metropolitan University Hospital scheduled to open October – November 2024

Midland Metropolitan University Hospital Programme Company

Purpose

To safely open the Midland Metropolitan University Hospital.

Vision

To transform clinical services, acting as a catalyst for enhanced care and treatment, improving life chances and health outcomes across our communities.

Our values

Ambition - Respect - Compassion

Objectives

Patients



Enable outstanding health outcomes for patients with equality of service provision no matter where you live.

Provide a safe and welcoming environment for care.

Provide integrated care services that are seamless for patients.

People



Develop career pathways for local people.

Provide an inspiring and inclusive place to work.

Provide comfortable and productive spaces that make people feel valued.

Population



Be #morethanahospital engaging with local people to provide accessible and inspiring community spaces.

Seize every opportunity for MMUH to regenerate the neighbourhoods.

Create a catalyst to improve life chances for today's and future generations.

Getting to know Midland Met

Midland Metropolitan University Hospital will be the acute centre for care for Sandwell and West Birmingham NHS Trust and includes:

- A purpose-built emergency department with co-located imaging and diagnostic services.
- A dedicated children's emergency department and assessment unit.
- Operating theatres for both emergency and major planned surgery.
- A midwife led birth unit next to a delivery suite, two maternity wards and an antenatal clinic, plus a neonatal unit.
- Same day emergency care for adults.
- The regional sickle cell and thalassemia centre.

Patients can expect to receive all of this as a standard part of our care model:

- The same high standards any day of the week with senior doctors leading expert clinical teams.
- Diagnostic tests including x-ray, MRI and CT scans, plus other tests for urgent care.
- Our Winter Garden and outdoor spaces are designed to help patients stay active.







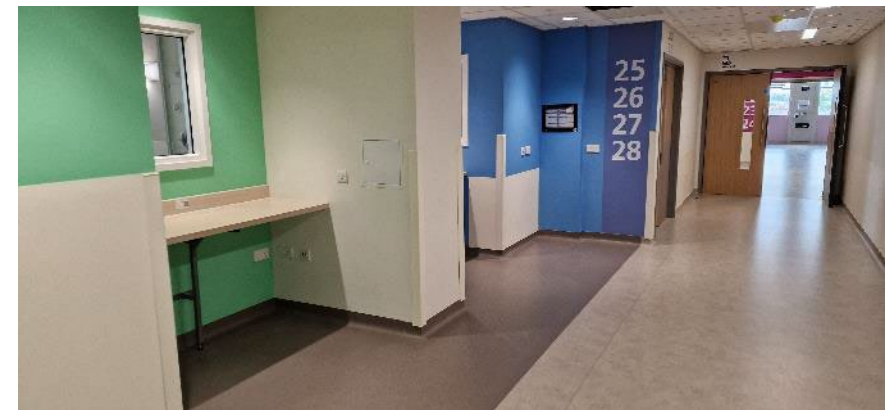
OFFICIAL

- Planned Care scheduled up to 23 hours will take place in our two treatment centres at City and Sandwell hospital sites. These facilities will offer outpatients, diagnostics and day case treatments.
- The City Site also retains the Birmingham Midland Eye Centre.
- The Sandwell Site retains the local Urgent Care Centre.
- Community and Primary based care is run from several community locations including at Rowley Regis Community Hospital providing outpatients, Diagnostics and Intermediate Care, Leasowes Intermediate Care Centre, Harvest View Care Home, and hundreds of community and primary care locations.



The benefits of our new hospital

- The hospital will house state-of-the-art equipment to support faster diagnosis and improve patient outcomes.
- It will be home to 11 emergency, trauma and elective inpatient operating theatres, 2 maternity theatres and 15 birthing rooms for maternity services.
- The wards and rooms centre on patient wellbeing. All bedrooms have an external view onto one of the courtyards or surrounding areas of the hospital.
- The design includes 50 per cent single rooms with en-suite shower rooms in the main ward areas which will reduce the risk of spreading infections.
- The hospital provides a dementia friendly environment. Colours and clear bed numbers will help patients identify where they are. Layouts of wards will be the same, with each group of four beds within a ward having a different colour theme.



DID YOU KNOW?

Midland Metropolitan University Hospital will serve people living in Sandwell and West Birmingham.

Location

Grove Lane, Smethwick.

Status

Under construction.

Construction partner

Balfour Beatty.

Getting to know SWB

City Hospital will be redeveloped and new homes will be built on the site by Homes England. It will retain these services:

- Birmingham and Midland Eye Centre
- Birmingham Treatment Centre
- Sheldon
- Outpatient services
- Diagnostics
- Day surgery
- Pharmacy hub
- DGM building
- Ophthalmology A&E



Midland Metropolitan University Hospital

Our new hospital is poised to become the centre of acute and emergency care at SWB when it opens. It will include:

- Acute medical care
- Emergency/elective surgery
- Maternity services including Serenity
- Children's Unit
- Sickle Cell and Thalassaemia department
- Diagnostics
- Winter Garden
- Education Centre
- Spiritual Care Centre
- Urgent Care Centre
- Learning Campus



Sandwell Treatment Centre will offer GP led urgent, but not emergency care, including:

- Sandwell Urgent Treatment Centre
- Primary care GP services
- Outpatient services
- Diagnostics
- Day surgery and treatment
- Children's Outpatients
- Education Centre
- Clinical research facility



Rowley Regis Hospital provides comprehensive community services:

- Outpatient services
- Diagnostics
- Community intermediate care beds
- Primary care community
- Urgent community response
- Virtual wards
- Day treatment



Leasowes Intermediate Care

Centre offers short-term, individual and holistic rehabilitation programmes to help people improve their independence with everyday tasks such as washing, dressing, walking and eating.

- Community intermediate care beds



COMMUNITY SERVICES

ICARES, District Nursing, ESD Stroke Team, School Nursing, Health Visiting, Specialist Nursing Teams (Continence, Heart Failure, Diabetes, Falls), ISHUS, Community Rehabilitation Teams, Case Management Team, Foot Health, Admissions Avoidance Team, HAPO, MSK Clinics, Hand Therapy Service, Specialist Diabetes Service, Community Paediatric Nursing, Specialist Nursing & Therapy Teams, Respiratory Team, HIV Clinic, GP practices & other primary care services.

**Moving 2 acute hospitals
to a single site**

736 beds, 11 Theatres, Adult and Paediatric Emergency Departments, dedicated diagnostics, 50% side rooms; 2 UTCs; separate public, patient/staff and logistics flow.

Workforce

Enhanced seven day working; new roles include ACPs and Logistics, hard to recruit roles; increasing local employment; Management of Change 5900 WTE and Organisational Development Programme.

Planned Care

Two Treatment Centres Providing up to 23 hour care; OP, diagnostics, OP procedures, Theatres; Birmingham Midlands Eye Centre.

**Master planning
and Regeneration**

Decommission City site; Trust has 2 of the largest development plots in Birmingham; Strategic Partnership Regeneration Plans with WMCA, BCC and SMBC; Learning Campus; Transport and Connectivity.

Care model

12 significant clinical pathway transformations; significant Place based change; 7 pathways impact on reducing bed days and rightsizing into MMUH (102 beds); emphasis on SDEC, Frailty and Place based pathways; Enhanced 7 day model.

Stakeholder engagement

Patient groups; public engagement and consultation; critical provider stakeholders for move; strategic benefits partners; near neighbours meetings; ICBs, NHSE, NHP.

DID YOU KNOW?

The **Winter Garden** is more than just a place to meet.

It will not only be an inviting place for staff, patients and visitors to meet and relax, but it will also be the main welcome point housing a contemporary art gallery.

Visitors will be able to find their way around with the help of clear signs, volunteers and wayfinding from this location.



Clinical services transformation

In preparation for the opening of Midland Met, crucial work is being undertaken across 12 areas to transform our services, focusing on our acute care model. It comprises of these services.

Emergency Department 2 site to 1	Senior decision making supported by rapid diagnostics to support right care right place.	Acute therapies 2 sites to 3	Extended working hours will enable patient therapy provision to support earlier discharge.
Same Day Emergency Care 2 site to 1	Expansion of same day emergency care (SDEC) pathways to optimise ambulatory care, reducing admissions and assessment unit demands.	Imaging 2 sites to 3	Improved turnaround times will support rapid decision making at the front door. Demand management and artificial intelligence will improve efficiency.
Assessment Units 2 site to 1	Rapid diagnostics and decision making over seven days to reduce length of stay (LOS) in assessment units.	Endoscopy 2 sites to 3	Separation of inpatient and outpatient endoscopy to the treatment centres and Midland Metropolitan University Hospital to support patient flow and productivity.
Older peoples Care & Frailty 2 site to 1	End to end acute and community care will prevent patients being admitted unnecessarily or reduce LOS if admitted.	Place Partnership	Community beds and home-based services right sized to enable increased supported discharge from acute settings.
Stroke Decoupling	Rehabilitation to be provided in a community setting to improve patient care, end of life experience and release acute beds.	Theatres 2 sites to 3	Increased use of day case pathways with day case activity split from elective and emergency activity will improve.
Cardiology	Increased use of ambulatory pathways and day case procedures will prevent patients being in hospital unnecessarily.	Enhanced Care	Provision of a post anaesthetic care unit (PACU) and ward based enhanced care to support care pathways.

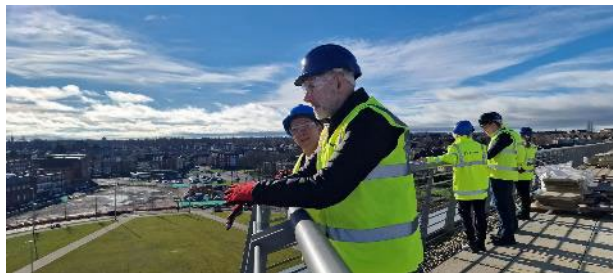


Stakeholder engagement is an integral part of building relationships with our People, Patients and Population.

We have a dedicated stakeholder plan which includes:

- Near Neighbours
- Community Bus
- Attendance at community events
- Attendance at scrutiny meetings
- Meetings with faith leaders and voluntary sector

Great success to date – over **3000** attendees on community bus!!



► **READY**
SET
GO

READY
►► **SET**
GO

READY
SET
►►► **GO**

#MoreThanAHospital

Involves checking and preparing the building and infrastructure, service models and workforce prior to handover

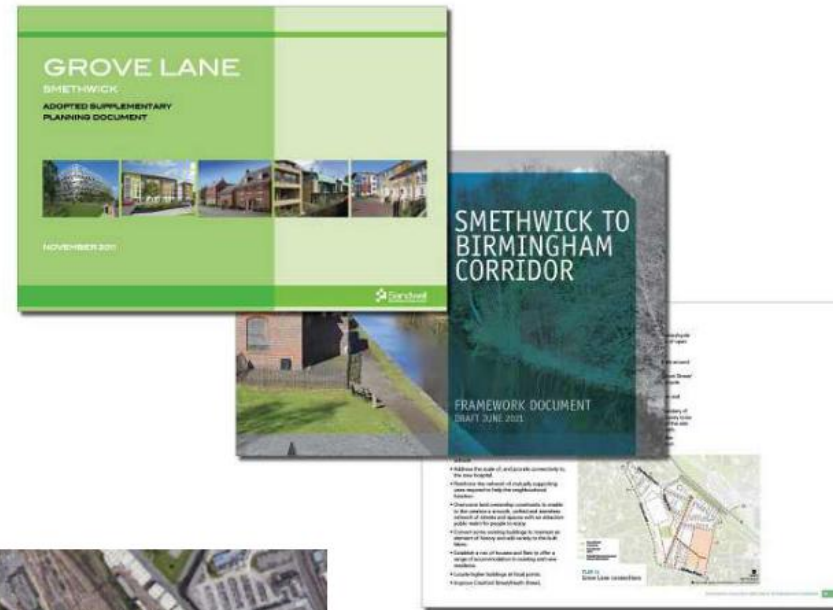
Jan 24	Feb 24	March 24
Key decisions		
<ul style="list-style-type: none"> Departmental move plan approved Activation period plan approved Trustwide Estate comms plan launched Pharmacy End-to-End solution - drugs cabinet order authorisation 	<ul style="list-style-type: none"> Notify third party installers to come on site at the end of March Self-assessment of infrastructure project authority (IPA) gateway - readiness for service operational readiness gateway takes place Logistics project assurance review takes place Clinical scenario testing proposal for approval Urgent Treatment Centre service model to be agreed Internal review of our service readiness against Government benchmarks 	<ul style="list-style-type: none"> Trust Board to agree move plan Trust to accept assurance on workforce Accept recommendation to commence soft activation - 28 March 2024. Be informed of conditions of the anticipated planned contract completion. Accept recommendation of the move plan Accept recommendation of a move date critical path for October 2024.
Operational readiness and key activities		
<ul style="list-style-type: none"> Registration work commences with CQC Strategic benefits oversight governance established Corporate Directorate Operational Readiness Away 	<ul style="list-style-type: none"> Establish critical provider and commissioner executive oversight group Clinical Group Operational Readiness Away Day 	<ul style="list-style-type: none"> All SOPs signed off Soft activation starts

Getting the building and colleagues ready for the start of clinical service provision i.e. testing workflows, equipment and operational processes/clinical systems

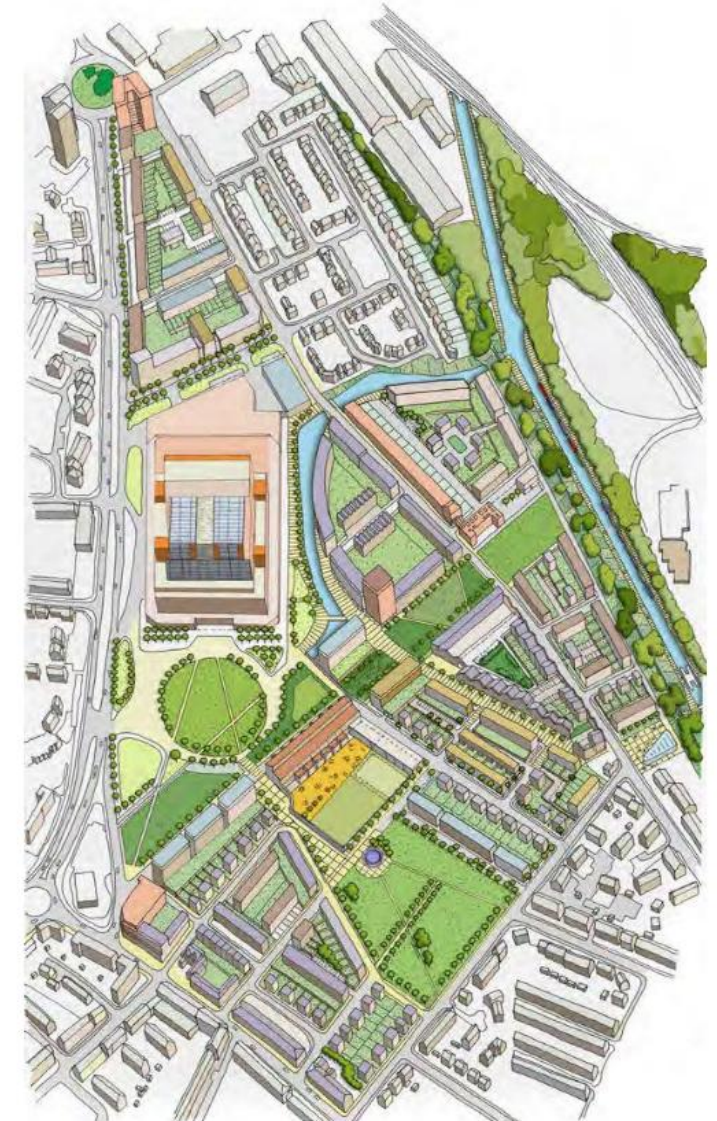
April 24	May 24	June 24	July 24	August 24	September 24
Key decisions					
Operational readiness and key activities					
<ul style="list-style-type: none"> Management of Change completed Logistics activation starts on site at Midland Met Trust Leaders Conference - Midland Met focus 	<ul style="list-style-type: none"> Planned completion and building handover Facilities management onsite at Midland Met Corporate Directorate Operational Readiness Away Day 	<ul style="list-style-type: none"> IPA Gate 4 - readiness for service Third party service readiness review against Government benchmark Post handover estates work completed Staff induction begins Onsite clinical scenario testing Mock patient move week Clinical Group Operational Readiness Away Day 	<ul style="list-style-type: none"> CQC readiness assessment for registration Staff induction Onsite clinical scenario testing Trust Board receive safety case and approve decision to move MMUH Programme Company Away Day 	<ul style="list-style-type: none"> Trust Board receive safety case and approve decision to move in October Staff induction 	<ul style="list-style-type: none"> 100 per cent operationally ready Staff induction

Involves transitioning patients to the new site, the ramp up of clinical services, and finally, the opening of Midland Met

October 24	November 24	December 24	January 25	February 25	March 25
<ul style="list-style-type: none"> Patient moves with HCR start and MMUH opening 	<ul style="list-style-type: none"> Patient moves with HCR finish 	<ul style="list-style-type: none"> Disconnection of vacant building at City site 	<ul style="list-style-type: none"> Post 100 day plan activated Lessons learned assessment 		<ul style="list-style-type: none"> MMUH Programme Company closes in March



The Grove Lane Masterplan



Patients



Patient Objective Benefit Total
£796m

Enable outstanding health outcomes for patients with equality of service provision no matter where you live.

Provide a safe and welcoming environment for care.

Provide integrated care services that are seamless for patients.

Patients – top 3 benefits ,	£M
Reducing the acute bed base	448
Split of Elective and ED	244
Agency Savings	39
TOTAL PATIENT RELATED BENEFITS	796

People



People Objective Benefit Total
£982m

Develop career pathways for local people.

Provide an inspiring an inclusive place to work.

Provide comfortable and productive spaces that make people feel valued.

People – Top 3 benefits	£M
Consultant Journeys	356
Employment GVA	217
Staff Satisfaction Increase	172
TOTAL PEOPLE BENEFITS	982

Population



Population Objective Benefit Total
£241m

Be #morethanahospital engaging with local people to provide accessible and inspiring community spaces.

Seize every opportunity for MMUH to regenerate the neighbourhoods.

Create a catalyst to improve life chances for today and future generations.

Population – Top 3 benefits	£M
MMUH Construction GVA	142
Homes England GVA	41
Homes England Council Tax	23
TOTAL POPULATION BENEFITS	241

Opportunities at or close to Midland Met

- Midland Met learning campus.
- Community garden.
- New housing – mixed modes, apartments and houses.
- Employment opportunities, commercial and retail.
- Education from 16+ through to university level.
- Improved connectivity between canal tow path and hospital site.
- Active travel opportunities – bike lanes connecting Sandwell and Birmingham.





Delivering the Midland Metropolitan University Hospital Any Questions?